

TIP

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The Industrial-

TIP

Editor:

Allan H. Church
W. Warner Burke Associates, Inc.
201 Wolf's Lane
Pelham NY 10803-1815
Phone: 914/738-0080
FAX: 914/738-1059

Editorial Board:

J. Philip Craigier
Michael Harris
Karen May
Steven Rogelberg
Janine Wacziarg
Lori Foster
Charmine Härtel
Dawn Riddle
Dirk D. Steiner

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E-mail: Lhakel@siop.bgsu.edu.

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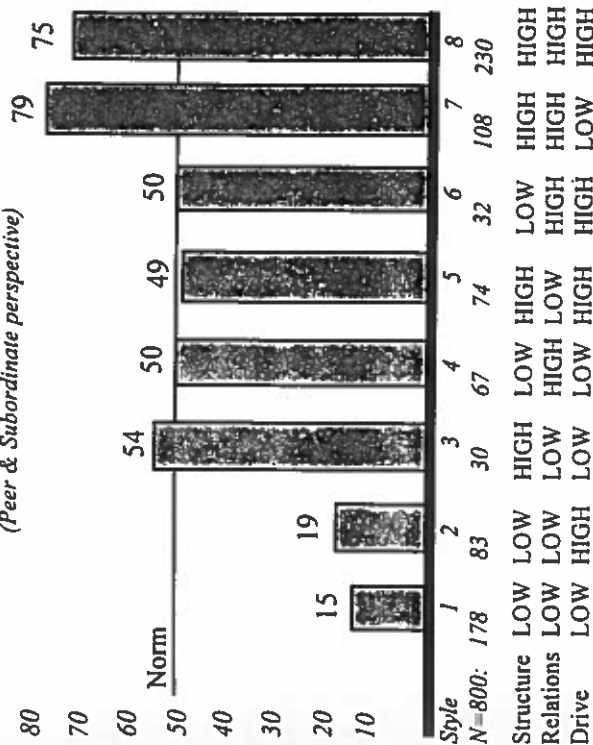
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A Message From Your President Elaine Puttkus

In this column, I will review the highlights of the 1998 SIOP conference in Dallas, and especially, thank everyone who contributed to its success. I will also introduce the new 1998-99 SIOP Executive Committee and Committee Chairs, and finally, I will report on several initiatives we are undertaking this year.

The 13th Annual Conference in Dallas

Once again, we had a tremendously successful SIOP conference! This year's attendance was the highest to date (over 2,500 people); workshop attendees and program submissions also hit all time highs. Every year, I think things are going to level off—so far, we only continue to grow. This is a clear testament to the many dedicated SIOP members who devote a great amount of time and energy to the conference.

First and foremost, thanks to Katherine Klein, retiring chair of the SIOP Conference Committee. It's hard to imagine all that's involved and the amount of time it takes to run a conference the size and complexity of ours. Katherine has done an exceptional job as conference chair and has made outstanding contributions to the Society in this role (especially the luncheon going away and the dessert reception that replaced it).

I also extend a special thanks to Kevin Nilan, who handled registration and coordinated the group of 46 SIOP Volunteers who provided assistance and performing various activities during the conference. Also contributing enormously to the conference's success was our SIOP Administrative Office, in particular Lee Hakel, Milt Hakel, Esther Benitez, and Ted Smith. As we continue to grow and the job of executing the conference becomes more challenging, the Administrative Office has been taking over more aspects of the conference. The service and efficiency of the Administrative Office is unparalleled and I look forward to their continued and increased involvement in running the conference.

Job placement was also a great success, thanks to Steve Ashworth and Linda Sawin. Many prospective employers and job seekers commented on the value of this service and how well the operation was run.

The Continuing Education and Workshop Committee once again put on a set of 14 outstanding workshops that were sold out and very well received by

attendees. Thanks to all of the workshop presenters and coordinators, and especially Angie McDermott, Workshop Committee Chair.

Another highlight of the conference was the Doctoral Student Consortium, organized by Lyse Wells and Steven Rogelberg. The students who attended had many positive things to say about this year's program, which included presentations by Joan Brannick, Jim Breugh, Stephen Gilliland, John Hollenbeck, Jerry Kehoe, and Ann Marie Ryan.

Local arrangements in Dallas were handled by William Shepherd who did a wonderful job. Also, thanks to Larry Peters for arranging the pre-conference tour of American Airlines. Other conference activities included the annual 5K run, organized by Kevin Williams, and SIOP golf outing, organized by José Cortina and Chuck Lance.

Although I heard very positive comments about the conference overall, several people mentioned to me that they would like to see more "O" sessions on the program. When I asked what exactly they would like to see included, some mentioned topics such as job satisfaction, job stress, and so forth, while others said they would like more on change management and related topics. Irrespective of how one might define "O," these comments made me wonder about the overall composition and balance of our program. Mike Burke, the 1999 SIOP Program Chair, will be analyzing the Dallas program in terms of session topics, proportion of acceptance/rejection rates for "I" versus "O" sessions, and other things to examine issues related to program composition and, if needed, make recommendations to address any imbalances.

It is also important to note, however, that the content of the SIOP program is largely contingent on what is submitted. Thus, if anyone feels that there are topic areas they would like to see on the program, I encourage you to develop these ideas into program proposals and submit them. Another way to become involved is to volunteer for the Program Committee.

The 1998-99 Executive Committee and Committee Chairs

Congratulations to the election winners: Angelo DeNisi, President-Elect, and Ann Marie Ryan, Member at Large to the Executive Committee. We will also be voting for two new APA Council Members this year. APA will be sending the ballot for this election to APA Members, so please keep your eyes open for it.

Returning elected officers are: Bill Macey (Secretary), Jeff McHenry (Treasurer), Angelo DeNisi, Wayne Camara, and Georgia Chao (APA Council Reps), and Nancy Tippins and Jan Cleveland (Members at Large). Also returning, now in the role of Past President, is Kevin Murphy. I extend special thanks to Kevin for his leadership and hard work on behalf of SIOP this past year.

Our new Committee Chairs are Fran Yamarino (Awards), Steve Ashworth (Business Visibility), Beth Chung (Ethnic Minority Task Force),

Neal Schmitt (Frontiers Series and Principles Review), Adrienne Colella (Memberships), Linda Sawin (Placement), Jeff Schippmann (Professional Practice), Ed Salas (Professional Practice Series), Murray Barrick (APA Program), Mike Burke (SIOP Program), Katherine Klein (Public Policy), Fritz Drasgow (Scientific Affairs), Ron Johnson (Society Conference), Kalen Pieper (State Affairs), and Allan Church (TIP).

Continuing on in their terms as Committee Chairs are Bernardo Ferdman (Committee on Committees), Angie McDermott (Continuing Education and Workshop), Debbie Major (Education and Training), Phil Craiger (Electronic Communications), Bob Dipboye (Fellowship), Irv Goldstein (SIOP Foundation), and Laura Koppes (Historian).

As is evident from the long list of involved members, our activities and successes are the result of many individuals who generously contribute to SIOP. It is a privilege to work with these talented and committed individuals, and I look forward to what we will accomplish this year.

Major Initiatives and Activities

Speaking of accomplishments, we're well on our way. We are still involved in the process of providing input on the revision of the *Standards for Educational and Psychological Tests*, and we have also been exploring the need to revise the *Principles*. Neal Schmitt is leading an Ad Hoc Committee on this issue and will be providing specific recommendations for revisions of the *Principles* in the near future. SIOP is also providing input on a Test Taker Rights and Responsibilities document that is the product of a working group of the Joint Committee on Testing Practices.

Irv Goldstein and his Foundation Committee have been hard at work establishing operating procedures for the SIOP Foundation. We will be disseminating more information about the Foundation in the near future.

Finally, I want to report briefly on several important initiatives we are undertaking as a result of the strategic planning session we conducted in January of this year. These initiatives are:

1. *Education and Professional Development*. The goal is for SIOP to become the "preferred provider" for continuing education and professional development. Target audiences will include psychologists, doctoral students, managers, and HR professionals. Methods of training may include workshops, study tours, and other continuing education activities. Long Range Planning is leading this initiative.

2. *Public Policy Influence*. The goal is for SIOP to become a highly visible source for input in forming public policy. A new Public Policy Ad Hoc Committee has been established and charged with leading this initiative.

3. *Visibility to Educators and Students*. The goal is to provide educational materials to educators and students about what I-O psychology is and what I-O psychologists do. The Education and Training Committee is leading this effort.

4. *Visibility to Business Leaders.* The goal of this initiative is twofold: (a) to create products that give SIOP's name and identity visibility in the business community and (b) to disseminate I-O knowledge that is particularly relevant to the business community. A new Business Visibility Ad Hoc Committee has been established to spearhead this effort.

5. *Globalization of I-O Psychology.* The goal is for SIOP to be the world leader and most frequently consulted I-O psychology organization. The International Affairs Subcommittee of the Professional Practice Committee is leading this effort.

We will be reporting on specific actions and our progress on these initiatives throughout the year.

If you are interested in getting involved with any of the initiatives or volunteering for a committee, contact Bernardo Ferdman. Also, please do not hesitate to contact me with your ideas or any concerns. In closing, I am delighted to have the opportunity to serve as your President and look forward to a great year.

Mike Burke,
SIOP Conference Program Chair,
announces...

**Submission deadline for
1999 SIOP Annual Conference
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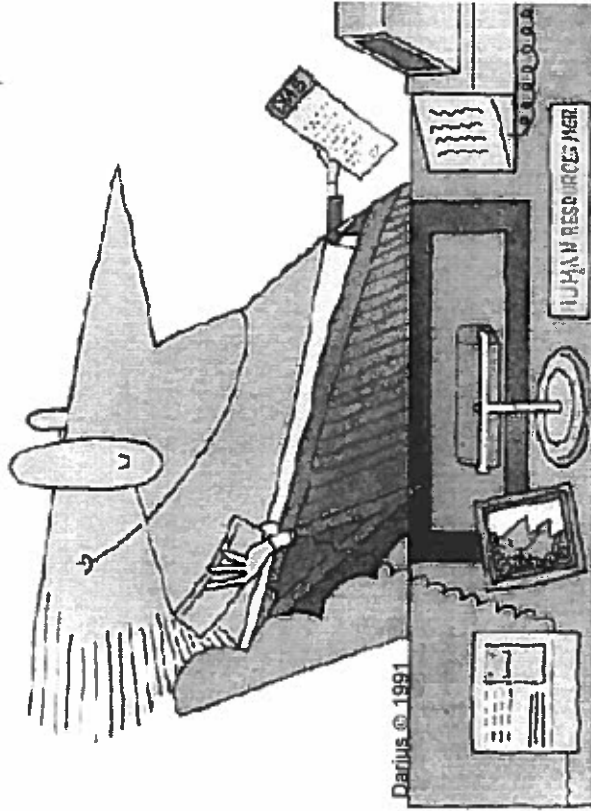
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From the Editor: The Times They Are A-Changin'

Allan H. Church
W. Warner Burke Associates, Inc.

Welcome to the July issue of *TIP*. As you may have noticed, with this issue I am taking over as editor of this highly respected and widely read publication. Our editor for the last 3 years, Mike Coovert, has done an outstanding job and he deserves a rousing round of applause and thanks for all his hard work. Mike has truly helped bring *TIP* into the 21st century in terms of everything from style to electronic submissions to layout (with the help, of course, of many others, including Phil Craiger, Lori Foster, Lee Hakel and the SIOP Administrative Office). When I went back through the comments from Kurt Kraiger (past, past editor of *TIP*) on his last day, he noted that for each issue he received approximately 120+ pages of faxed submissions to hand enter in the eleventh hour! Mike has worked very hard to insure that the process is now a much smoother one, with 100 emails arriving with Word doc file attachments and 20 FedEx priority packs with 3.5 inch disks, all right around the deadline. All kidding aside, as a past columnist and editorial board member, Mike did a great job as editor. I wish him the best in his next SIOP role (and thanks again for having me down to Tampa to learn the ropes—be sure to let me know how many I have frayed).

In fact, I have heard so many laudatory and appreciative comments about the current state of *TIP* from members, nonmembers and past editors alike, I have to admit to being somewhat fearful that I might be personally responsible for destroying its reputation. Although I am not planning to do "that vision thing" with regard to a new direction for *TIP*, I do hope that in the next 3 years I will be able to insure the production of a high quality publication while simultaneously making a significant contribution to its contents that is informative, interesting and at times even entertaining for Society members. Since you all will be the judges of that, I expect to hear from you. Please feel free to email (AllanHC96@aol.com) or call me with your comments, suggestions, reactions, ideas, or anything else regarding the future of *TIP* that strikes your fancy. Although we will certainly continue to produce the best newsletter we can, as I think almost everyone that I have ever known who has worked on *TIP* would agree, we would like your feedback.

What's in a Name?

I know that this topic has been mentioned before by prior *TIP* editors, including Mike Coovert in 1995, but as an organizational psychologist by training with more than a little bit of organizational development experience thrown in, I cannot help but wonder why the official newsletter of SIOP—the Society for Industrial-Organizational Psychology—is entitled *TIP* and not *TIOP*? Of course, *TIOP* does not sound very interesting as a title for such an illustrious and well respected publication with long-standing name

recognition, nor is it a clever play on words regarding the tips for researchers and practitioners that are sure to be found in *TIP*. Although I realize that the full title of this publication when printed out is indeed *The Industrial-Organizational Psychologist*, the acronym has always made me wonder about possible alternatives.

Knowing full well that as incoming editor it would (ok, might!) be possible to make such a transformational change to our renowned Division 14 newsletter, I thought long and hard about options. So far, I have yet to come across anything I like any better. I guess I'll have to stick, at least for the time being, with the more mundane, transactional changes that the new editor usually makes. (Such as the addition of this column, for one. For those of you who thought you would no longer be subjected to my running commentary—fooled you!) If anyone does have any new and exciting ideas for a new name, however, I'd love to hear them.

The New Face of *TIP*

Ok, so now to the really burning question, the one that has been keeping you up at nights since reading Mike's final issue of *TIP* back in April.... So what has Church gone and changed? I really liked *TIP* the way it was.

Well, first, for those of you with keen participant observer powers, you should already have noted the new look and feel of the cover. As many of you may know, the very first and most important aspect of becoming a new editor of *TIP* is choosing the new cover design! Thus, out with the old mar-ble and in with the cover design voted most "artsy" by our panel of judges.

Next, and probably less noticeable, is the change of the names of the three major types of items you will find in *TIP*. For those of you who appreciated the prior header scheme, the new name changes should be easy to understand. For everyone else and for future reference of course (not to mention for myself), I have provided a brief description of each below, followed by a highlight of the contents of this issue.

Featured Articles

As you might have guessed, Featured Articles are those pieces sent in by SIOP membership, often unsolicited—except for the President's Column which is always a must reading—that are intended to inform, interest, instruct, or instigate an interactive session (at a future SIOP conference or through some other medium).

In this issue, we have the first column from our President Elaine Pulos which provides a general overview of this year's conference in Dallas, followed by some information on committee membership changes and an update on some of the Society's major activities and initiatives.

Next we have a cluster of articles relating to specific events and/or aspects of the Dallas conference. Mickey Kavanagh provides a report on the seemingly quite successful SIOPen Golf Outing, while Kevin Williams

gives us all the statistics on this year's annual 5K Road Race. Following these we have a short but highly instructional and humorous (i.e., totally non-serious for those who might be worried) piece contributed by past *TIP* Editor Kurt Kraiger on the appropriate dress code for future SIOP conferences. Finally, we have an interesting article by Robert Tett who, spurred by presentations made and conversations held in Dallas, explores a question regarding the conscientiousness factor of the Big Five as only an I-O psychologist can.

Who would have thought that someone might actually want to revisit what went on in Dallas just a few short months ago? If any of the suggestions raised during the "Meet *TIP* Session" held on Friday are an indication, however, by next year we might even have a set of roving reporters for the conference in Atlanta (please email me if you are interested).

Editorial Departments

Moving right along, we have a number of entries in the Editorial Departments. These represent the regular columns and contributions of the *TIP* Editorial Board Members. As the old wedding adage goes, with this issue we have something(s) old and something(s) new. More specifically, familiar faces such as Karen May, Dirk Steiner, Charmine Härtel, Lori Forster, Dawn Riddle, and Phil Craiger have all been gracious enough to continue to enlighten us with their comments and reflections on such areas as workforce issues, international I-O, current trends in practice and research, student concerns, and the world of cyberspace. Thanks very much to all these people for continuing to be involved. Thanks also to David Pollack for continuing to keep track of and contribute to the Upcoming Conferences and Meetings list included in every issue.

Of course, what would a new Editorship be without some new faces as well? Thus, for starters, Mike Harris has taken over Practice Network from its long standing (and probably very tired) predecessor Tom Baker. Mike's approach is alternately humorous and serious and will likely be thematic in nature.

The next new addition to the team is Janine Wacławski (long-time silent contributor to my defunct *From Both Sides Now*) who plans to introduce us to the *Real World of I-O* in her new column. Focused on current perceptions and roles of our field in the mainstream, her self-titled rantings are sure to stir up some interest among readers. In her first column she tackles *Dilbert* and the *Witch Doctors* (and no, this is not a children's story).

Last, but certainly not least, Steven Rogelberg is starting Informed Decisions: Research Based Practice Notes—a column devoted to the translation of those teetering piles of research articles into a simple and easily digestible set of recommendations for practice. Steven's first column with co-author Alexandra Luong is on a topic near and dear to my heart—increasing survey response rates.

Please join me in welcoming these members to our hearty band of *TIP* quarterly column writers!

News and Reports

The third section in *TIP* is basically comprised of news items and reports from various SIOP and/or related (e.g., APA) committees. This is where most of the "official business" regarding the Society can be found. In this issue, we have a number of these items for you, including:

- Call for Fellowship Nominations—Bob Dipboye
- Secretary's Report—Bill Macey
- APA Council of Representatives Report—Wayne Camara
- 13th I-O Doctoral Consortium Report—Steven Rogelberg and Lyse Wells
- E&T Liaison Efforts—Debra Major and Roya Ayman
- 1998 APA Division 14 (SIOP) Program Highlights—Mike Burke

There are also some interesting items on that new section everyone is talking about (including just about everyone I talked to at SIOP this year) in *Personnel Psychology* by John Hollenbeck and Jim Smither, an article on the 19th IO/OB Graduate Student Conference held at the California School of Professional Psychology, San Diego by Celia Chandler, and an overview of a proposal to significantly change the National Commission on Testing and Public Policy at APA by Heather Roberts-Fox.

IOTAs

I can hear it now, cries all across the known world, "Where is my name?" Well, for my final change, I have decided to move the IOTAs section to the middle of the issue. Please note that this was not done to confuse you. After several years of being told on the phone, by email, and at various conferences that a large number of people open *TIP* right to the IOTAs section to look for their own name, I think it might be better for all our contributors (not to mention advertisers) if IOTAs is more deeply placed in the publication. For those of you who crave the page, it will be listed in the Table of Contents.

You Can Call Me Al

In sum, I hope you enjoy reading the 141st issue of *TIP* (assuming Vol. 36/No. 1 works out that way) as much as I have enjoyed taking on the role as new editor. I am really looking forward to working on this publication over the next 3 years and I sincerely welcome your feedback, however minor or seemingly insignificant you may think it is. Thanks for reading, and I look forward to seeing you all next year in Atlanta.

Fifty-Nine Play in SIOPen Golf Outing

Michael J. Kavanagh
SUNY-Albany

Because the first annual SIOPen golf outing was "snowed out" in St. Louis in 1997, the first playable one was held on Thursday, April 23, at the Chase Oaks Club in Plano, Texas. Fifteen teams competed in a four-person scramble format, with *Team Big Dawg* winning the coveted "Hugo Cup" with a score of 59. For those of you who are mathematically able, we know that 15 times 4 is 60, but there was one "no show," thus 59 golfers enjoyed the sunny Texas weather and companionship that is found in friendly competition.

The co-organizers Chuck "Chili Dip" Lance and José "Hosel" Cortina are to be thanked and congratulated for their efforts in creating and running this event. The course they selected was designed by Bruce Devlin and provided a severe challenge for all teams, particularly the signature 17th hole with its boulder-strewn fairway and water-protected green. Chuck informed us that the venue for next year's tournament will be the Stone Mountain Course in Atlanta.

As mentioned, *Team Big Dawg* (see picture, below), consisting of Chuck Lance, Karl Kuhnert, Gay Kuhnert, and Mickey Kavanagh, came in first with a score of 59. *The Fore Swearers* team (Robin Gomez, David Baker, Val Arnold, and Chuck Brazik) placed second in a scorecard play off over the third place team of Stu Greenberg, Michael Jenkins, Pete Luddy, and Scott Harkey (*The Fore Fathers*). Wink Bennett won closest to the pin on hole 7, while Jay Finlinson won the long drive competition on hole 18.

The remaining teams and their members included (1) *Team Ethnic Diversity*—José Cortina, Ron Landis, Stephen Gilliland, and David Costanza; (2) *III & J*—Rowland Hanley, Jay Finlinson, Scott Finlinson, and Peter Chen; (3) *Shanks-Jonathan Turner*, Simon Bartle, Bryan Hayes, and Dave Hammel; (4) *Boomers*—Craig Russell, Robert Terry, Michelle Dean, and Craig Manley; (5) *Fore Men*—Mike Coovert, Wally Borman, Howard Weiss, and Phil Craiger; (6) *Sod Movers* (see picture)—Dave Woehr, Erik Day, Wink Bennett, and Paul Thayer; (7) *Pothole Makers*—Matt Redmond, Mark Nagy, and Derek Miller; (8) *Rough Boys*—Fred Smith, Steve Arneson, Reed Morrison, and Tobin Anselmi; (9) *Least Preferred Coworkers*—Dan Sachau, Todd Brickler, John Congemi, and Jason Miller; (10) *Gang of Fore*—Doug Haaland, Suzanne Farmer, Matt Such, and Jayson Shoemaker; (11) *Upper Deck*—Ken Griswold, Bob Berg, Mike Alickruse, and Dick Gales, and (12) *L.G.S.S.*—Hodges Golson, Tim Courtland, Robert Guardiola, and Dan Leyotte.

In spite of all the missed putts and a few "out of bounds" shots, the participants all agreed that it was an excellent way to begin the annual SIOP Conference. Golfers of all ability levels, from a low handicap of 6 to several players who had 36 handicaps, enjoyed the day equally. Chuck and José

have plans to make next year's outing more exciting, and invite all SIOP members who want a "good walk spoiled" (Mark Twain) to register and play in Atlanta. They are particularly interested in improving the gender ratio, noting that the winning team had a female and three males, with one being a northerner.



Team Big Dawg--Left to right: Mickey Kavanagh, Chuck Lance, Karl Kunhert, Gay Kunhert.



Sod Movers (with Aggie hats)--Left to right: Erik Day, Paul Thayer, Dave Woehr, Wink Bennett

SIOP

13th Annual Conference



AUDIO CASSETTES

The Society for Industrial and Organizational Psychology and Audio Transcripts, Ltd. have teamed up to professionally record the information-packed presentations at the 13th Annual SIOP Conference, held April 24-26, 1998 in Dallas, Texas. Available recordings include Symposia, Panel Discussions, Conversation Hours, Practitioner Forums, Master Tutorials and Special Presentations. Tapes are priced at \$12.00, with discounts available on purchases of twelve or more tapes.

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Kevin Williams
University of Albany

The 7th Annual SIOP conference 5K race/run was a big hit and featured close individual and team races. Over one hundred runners turned out for the Saturday morning run, making this year's race the largest one yet. The course was a 5 kilometer (3.1 miles) loop around Backman Lake Park in Dallas. The weather was ideal (for a change!), with sunny skies and mild temperatures at the start. Patrick Murphy, a first-year doctoral student at Wright State and former collegiate miler, won the race in 18:36. Margaret Barton successfully defended her women's title, finishing in 11th place overall with a time of 21:52. The age group results are listed below. Once again, the women's 20-29 year old category provided the most excitement, with the top three finishers—Michelle Combs, Amanda Julian, and Megan McCusker—being separated by less than a minute.

The University team competition was extremely competitive this year. Reigning champion Tulane University and four-time champion Penn State did not field complete teams this year, leaving the door open for a new champion. Bowling Green's #2 Team and COE-Action of the University of Calgary waged a close battle for the title, with Bowling Green prevailing by a aggregate four person time of 1:34:07 to Coe-Action's 1:36:28. Wayne Ormond gave Coe-Action a big lead by finishing 7th overall (20:23). Bowling Green countered with tight pack running among their top 3 runners, with Matt Sederburg (23:04), Matthew O'Connor (23:05), and Amanda Julian (23:06) finishing in 21st, 23rd, and 24th, respectively. Adding to the team suspense was Coe-Action's Teresa Kline (23:04), who finished in 22nd to break up the pack. Jeff Stanton sealed Bowling Green's victory with his finishing time of 24:52.

Patrick Murphy teamed with advisor Robert Tett to win the advisor-advisee category (42:43), with Penn State's Rick Jacobs and Greg Loviscky 2nd and Bowling Green's Jeff Stanton and Amanda Julian 3rd. And, oh yeah, the Sacketts (Paul and Pat, 48:01) won the mixed doubles competition again, although this year they were challenged by Mike Covert and Dawn Riddle (50:49).

AGE GROUP RESULTS

20 - 29 YRS OLD		
MALES		FEMALES
1. Patrick Murphy	18:36	1. Michelle Combs 22:27

2. Eric Day	19:20	2. Amanda Julian	23:06
3. Paul Tesluk	20:13	3. Megan McCusker	23:22
4. Wayne Ormond	20:23	4. Sharon Tubre	24:36
5. Jeff Conte	21:14	5. Denise Haeggberg	24:40

30 - 39 YRS OLD			
MALES		FEMALES	
1. Bruce Davis	19:33	1. Margaret Barton	21:52
2. Ronald Pankrantz	22:10	2. Theresa Kline	23:04
3. Kyle Lundby	23:33	3. Peggy Stockdale	25:17
4. Scott Martin	23:38	4. Dawn Riddle	26:02
5. Robert Tett	24:07	5. Kathleen Ferdico	26:01

40 - 49 YRS OLD			
MALES		FEMALES	
1. Kevin Williams	18:38	1. Pat Sackett	28:22
2. Paul Sackett	19:39	2. Gayle Baugh	29:21
3. Don Harville	22:23		
4. Vince Fortunato	22:32		
5. Michael West	22:33		

50- 59 YRS OLD	
MALES	FEMALES
1. Richard Ugelow	21:46
2. Thomas Stone	22:14
3. Carl Azur	25:33
4. Phil Manhardt	26:12
5. Jack Smith	26:46

60 - 69 YRS OLD	
MALES	FEMALES
1. Alan Kraut	29:59

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The SIOP Dress Code

Kurt Kraiger
University of Colorado at Denver

Each spring, as more and more of our graduate students choose to attend the SIOP Conference, I find myself spending more time in seminars engaging in, we'll say anticipatory socialization. Topics may include how to introduce yourself to someone whose papers you were forced to read the prior semester or why you should never expect to find copies of papers available more than 5 minutes after a poster session starts. The most important topic, however, particularly for first-year attendees, is what to wear to the conference. I used to start this topic tongue-in-cheek, but was always amazed at how furiously students scribbled notes (much more so than when we talk about training evaluation). In recent years, I have also been struck by the average clothing bill spent by students the weekend before SIOP in preparation for the conference. It is with some pride that I can report that our students often spend the equivalent of 2 months salary on a weekend's worth of clothes. As many of you know, this is also what jewelers recommend men spend on engagement rings. Because I have been so successful locally at creating anxious, broke, well dressed (and often overdressed) graduate students, it seemed only natural that I share my recommendations at a much broader level. And here they are.

For Whom the Code Applies

I always make it very clear at the outset that the following dress code applies only to men. I am not an expert in how women should dress, nor would I want to be. My recommendation to female readers is that you simply select whatever is the female equivalent of the recommendations provided for men (with those exceptions noted below). It is perhaps interesting to note that the same process could not be applied in the opposite direction; that is, men could never figure out how to dress appropriately by observing female dress and selecting the male analogs. Although the dress code is for most men, it is not for all men. Exceptions are duly noted.

The Clothing Progression

Choosing appropriate outfits is greatly simplified once one understands the fundamental clothing progression. The progression for the *majority* of attendees is straightforward. During the day, Friday is a suit, Saturday is a sport coat and tie, and Sunday is either a polo shirt worn under (the same) sport coat, or a long-sleeve *sport shirt* worn open at the collar. Many will try to wear an open-collared *dress* shirt on Sunday. Although this is within the spirit of the rules, it is not a strong fashion choice and should be avoided.

Evening wear follows a similar progression, greatly relieving worries when planning and packing. The key to the night progression is that clothing type should match what is to be worn *the following day*. Thus, one opts for a sport coat and tie on Friday night, and the polo shirt or dress shirt on Saturday. Very simple. On Friday night, many men will simply elect to remove their tie and unbutton their top shirt button. Don't make the same mistake. If you must stay in your suit, leave the tie on. Although this suggests that you do not fully understand all the rules of dress, it also conveys that you were perhaps too busy networking or attending meetings to even think about changing.

Although the clothing progression applies foremost to men, it can be followed by women as well with the understanding that when in doubt, women in a professional setting should choose to dress somewhat more conservatively than men. Thus, a first-time female conference attendee may choose to wear suits on Friday *and* Saturday, followed by a somewhat less formal outfit on Sunday.

As with any rules, there are the exceptions. Please note that exceptions are most often deferred by status. Frank Landy and Rick Jacobs may look like they're late for a marathon and/or tennis match at all times (because everyone knows that neither is really on his way to play). Past presidents may (and typically do) wear open shirts and sport coats at all times. Wally Borman can look like he's late for a meeting with a neighbor at Starbucks because.....well, no one knows why, but he can.

Special Circumstances

The enlightened reader understands that form must always follow function, so that a wardrobe must conform to the demands of the situation. For example, consider the health club. Many SIOP members enjoy the opportunity to use the hotel health club to stave off the extra pounds brought on by fine dining. Please remember that your peers will generally not be used to seeing you in so little clothing; thus it is particularly important to practice conservatism here. An oversized T-shirt is a wise investment, and men are urged to "just say no" to spandex.

Other special circumstances arise at warm weather destinations (e.g., Dallas and Orlando). It is practical and, fortunately, permissible to relax the dress code somewhat during conferences held in warmer climates. A lightweight suit (linen or wool-blend) on Friday is still advisable, but a tie need not be worn on Saturday, nor socks on Sunday. Many men are tempted to wear short sleeve shirts throughout the conference, but these must never be worn with a tie. If you are wearing a tie and anticipate sweating, roll-up your sleeves.

Fad and Fashion

As in all aspects of professional dress, never confuse fad with fashion. There was nothing particularly pleasant in 1990 about giving a talk in Miami to a room full of I-O Psychologists dressed like Don Johnson. Individuality is allowed, even encouraged, but should be expressed primarily through the selection of ties and socks. Further, remember that there is rarely anything that goes as well with most suits as a clean, well-starched white shirt.

In addition, you will note that on Sunday at any SIOP conference, about 85% of the men will be wearing Dockers (Grrr Animals for the adult male). Please understand that this is only a reflection of individual decision making and the power of mass marketing. It is decidedly not part of the dress code.

Footnote

Never wear more than two different pairs of shoes during the course of the conference. It is inexplicable, but the majority of conference goers will notice violations. Because it is also important that your shoes must coordinate with a variety of daytime and evening attire, care should be exerted in the selection of both shoes and clothes.

When attending SIOP, choose your wardrobe to show you understand the rules, to be yourself, and to have fun. Hopefully, these simple guidelines will help.

Future SIOP Annual Conference Locations & Dates

1999 Apr 30-May 2	Atlanta, GA	Marriott
2000 Apr 14-16	New Orleans, LA	Hyatt
2001 Apr 27-29	San Diego, CA	Sheraton
2002 Apr 12-14	Toronto, ON, Canada	Sheraton
2003 Apr 11-13	Orlando, FL	Hilton
2004 Apr 2-4	Chicago, IL	Sheraton
2005	Los Angeles	Westin Bonaventure

Is Conscientiousness ALWAYS Positively Related to Job Performance?

Robert P. Tett¹
Wright State University

Much has been made of Conscientiousness as a predictor of job performance. Barrick and Mount's (1991) well-cited findings show an uncorrected mean correlation of .15 with subjective ratings of performance (value corrected for artifacts = .26). The consistency of Conscientiousness validities across occupational groups (e.g., .09 for sales to .13 for managers and police, based on all criteria) prompted the researchers to single out Conscientiousness as the one Big Five dimension that is good in all jobs. On the surface, their conclusion makes a lot of sense not only in light of their main empirical findings but also on substantive grounds. After all, it is inconceivable that conscientious people could make bad employees. Or is it?

The possibility of negative relations between Conscientiousness and (positively keyed) job performance stems from three considerations. First, published meta-analytic results, including Barrick and Mount's, show evidence of such relations. Second, individual studies have revealed a pattern of interpretable negative correlations. Third, and perhaps most informatively, rational, plausible arguments for negative correlations can be made. Each of these is discussed below in turn. Then a brief but striking empirical demonstration is provided that encourages careful consideration of the bases for expecting positive versus negative relations between personality and job performance.

Meta-Analytic Evidence

Meta-analysis entails averaging effect sizes across studies. Of interest is not only the mean effect size (e.g., mean validity) but also the observed variance of effect sizes. The variance represents a variety of reasons why estimates of a population effect size (i.e., correlation in this case) vary from one study to the next. A sizable chunk of the observed variance can usually be traced to sampling error, and a smaller portion to differences across studies in reliability and range restriction in particular measures. Other artifactual sources of cross-study variation include data entry and calculation errors, which are untestable. Any remaining variance can be considered evidence of substantive moderators, that is, differences between studies in method, population, or conditions that may systematically alter the effect size in potentially interesting ways. The traditional wisdom is that if 75% or more of the observed variance in effect sizes can be attributed to testable artifacts (i.e., sampling error, etc.), then little remains to be attributed to substantive moderators.

¹ The author thanks Leaetta Hough for several helpful suggestions regarding an earlier draft.

In light of the logic of meta-analysis, what would evidence for negative Conscientiousness-performance relations look like? There will be two signs. First, because meta-analysis entails averaging correlations across studies, co-existence of positive and negative correlations would yield a weak overall mean. Second, residual variance (i.e., after removing artifactual variance) should be substantial, at least more than 25% according to the 75% rule (Tett, Jackson, Rothstein, & Reddon, in press).

Review of Barrick and Mount's (1991) findings shows this pattern of meta-analytic results in one of their occupational groups. For police, the mean uncorrected validity is given as .13. This is consistent with the values for other groups, but in this case only 40% of the observed variance is attributable to testable artifacts (values range from 64% to 100% in the remaining four groups). This suggests that there may be some types of police performance, specified in terms of job, setting, and/or measurement, where being conscientious, perhaps in specific ways, may be a liability. Possible substantive reasons are discussed in a later section.

In a different meta-analysis, Hough (1992) reported an uncorrected mean validity of $-.07$ between Dependability (a facet of Conscientiousness) and creativity considered as a performance criterion, based on five studies with a combined N of 268. For managers and executives, the meta-analytic mean correlation between Dependability and job proficiency was reported to be $-.03$, based on 22 studies representing over 3,000 people. Percentage of variance due to artifacts was not given in either case. The weak negative means, however, are consistent with the presence of positive and negative relations in the samples of source studies. In the very least, they give grounds to reconsider the belief that Conscientiousness is always a positive correlate of job performance.

Similar yet more pervasive meta-analytic evidence for negative relations between Conscientiousness and job performance was presented at this year's SIOP meeting. Hough, Ones, and Viswesvaran (1998) provided results of extensive aggregations of personality variables in relations with varied aspects of managerial success, including job performance, managerial potential ratings, and managerial level. Conscientiousness was considered as a general construct as well as more specifically in terms of Achievement Orientation and Dependability. Consistent with the presence of negative correlations, the uncorrected mean correlation between Conscientiousness and overall managerial performance is $.07$ (based on 186 independent samples representing over 50,000 managers), and the residual variance is 77% (i.e., the 23% variance explained by artifacts is far less than what the 75% rule prescribes). There is similar evidence in relations with managerial level (mean $r = .04$, residual variance = 89%). At a more specific level of analysis, Dependability and performance correlate $.02$, on average, with 41% residual variance. Most interestingly, the mean for Dependability in predicting managerial level is $-.12$. Further analysis of this data set based on even

larger samples is planned in light of potential moderator hypotheses (L.M. Hough, personal communications, May 5, May 11, 1998).

All told, meta-analytic data give us good reason to consider the possibility that Conscientiousness may not always be desirable on the job. Review of single-sample studies leads us in the same direction. Although such studies form the basis of meta-analytic aggregations, and are therefore somewhat redundant, it is instructive to consider them separately to gain insight into the reasons for negative validities.

Single-Sample Research

A number of studies have been published over the last few years that report significant negative correlations between Conscientiousness facets and job performance. Driskell, Hogan, Salas, and Hoskin (1994) showed that Prudence, from the *Hogan Personality Inventory* (HPI; Hogan, 1986; Hogan & Hogan, 1995), correlated $-.15$ with a training criterion measure including number of modules completed and work speed in naval electronics exercises. Hogan, Hogan, and Murtha (1992) found that managerial performance in a trucking company correlated $-.34$ and $-.18$ with "Planful" and "Perfect," respectively, which are components of HPI-Prudence. Bunce and West (1995) reported correlations of $-.14$ and $-.27$ between innovation in health services and Task Orientation and Intrinsic Job Motivation, both aspects of Conscientiousness. Similarly, Hogan and Hogan (1995) found correlations from $-.37$ to $-.42$ between HPI-Prudence and various aspects of musical performance. It also correlated $-.17$ with artistic interests and $-.14$ with aesthetic motives. Collectively, these significant findings suggest that being conscientious can interfere with performance in jobs requiring expedient completion of numerous tasks and/or creative and artistic tendencies.

Rational Bases for Expecting Negative Relations Between Conscientiousness and Job Performance

The findings noted above suggest plausible reasons why being conscientious can be detrimental to performance in some jobs. Let's take a closer look at the two sorts of situations where being planful and thorough might be ineffectual.

The first case arises in light of the fact that conscientiousness can translate into fewer tasks getting done and/or taking longer to complete a given set of tasks (Driskell et al., 1994). In short, it's hard to be both thorough and fast. Perhaps in most jobs being meticulous is more important than being expedient. But this is not true in all jobs. Successful management, for example, often requires quick decisions based on incomplete information. The time it takes to go from an acceptable decision to a superb one may not be worth the added time when other fires are close to burning out of control. Perhaps this is why, in the Hough et al. (1998) study, managerial performance correlates so weakly on average with Conscientiousness (i.e., $.07$): it's

important to be careful, but possibly just as important to be decisive. This might also help explain Barrick and Mount's (1991) results for police, who, in emergency situations, are not afforded the luxury of carefully planned responses. In such cases, being overly methodical could be dangerous.

The second example pertains to the Dependability part of Conscientiousness, which entails an appreciation for rules. Rules are a part of every job, but less so in some than others. Findings noted above (Bunce & West, 1995; Hogan & Hogan, 1995; Hough, 1992) suggest that Conscientiousness can interfere with innovation. Might concern for rules serve to stifle creative talent? Here are a few jobs where being rule-bound could interfere with productivity: artistic professions like musician, sculptor, painter, actor, set designer, sketch writer, and choreographer; managerial positions involving creative problem solving (i.e., "thinking outside the box"), especially jobs like marketing manager, product development specialist, and senior executive with respect to strategic vision; entrepreneurs, whose success depends on seeing business opportunities where others don't; research scientists, including the absent minded professor who, though routinely misplacing things, develops novel solutions to classic problems. In each of these examples, productivity is cultivated more by freedom from rules than by confinement to them.

Analysis-Paralysis: An Empirical Demonstration

One way to consider the trade-off between thoroughness and expediency is in terms of analysis-paralysis: people who fuss too much over details are more prone to completely missing the ball in other areas. Consider the following case in point.

I administered a 5-item in-basket exercise to 18 undergraduate students enrolled in a class on psychological measurement. The exercise required each person to play the role of General Manager at a hypothetical paint manufacturing plant. The scenario was described as a Sunday afternoon and the individual had 8 minutes to catch up on some paper work before leaving for an important meeting. The memos presented realistic problems from subordinate managers. Most importantly for present aims, each memo was accompanied by one or more supplementary documents designed to be relevant and detailed but to not change the basic nature of the problem as described in the memo. For example, one memo described a fired worker seeking union action. The background sheet was a relevant page from an employment contract. (The hypothetical memo sender had attached it for clarification.) Participants were told to respond to as many memos as they could within the 8 minutes.

A few weeks prior to collecting the in-basket responses, I had given out a randomly-ordered set of items from eight self-report scales from the Personality Research Form (PRF; Jackson, 1989) and Jackson Personality Inventory—Revised (JPI-R; Jackson, 1994) assessing various aspects of Consci-

entiousness. Specifically, the scales were PRF-Order, Achievement, Cognitive Structure, Endurance, and Impulsivity (negatively keyed), and JPI-R-Organization, Traditional Values, and Responsibility. The correlations among the scales were consistently moderate and in the expected direction (median $r = .34$) so standard scores on all scales were combined into an overall Conscientiousness index. Scores were withheld from students until the end of the term.

In light of the main theme of this paper, it should not be unexpected that the correlation between the Conscientiousness index and number of memos completed was negative. It might be surprising to some, however, that the correlation was $-.71$ ($p < .001$). This result suggests that being conscientious is not ALWAYS productive. Detail-oriented people, in spite of good intentions—or perhaps because of them—can become bogged down in minutiae and simply run out of time.

There are some obvious concerns with this demonstration. First, the background materials were explicitly designed to add no new and important information. Perhaps this does not fairly represent the real world of decision making, where attachments may contain details that critically alter the nature of a problem and the appropriateness of a given response. Second, decision quality was ignored in favor of quantity. Perhaps a different result would emerge in relations between Conscientiousness and decision quality. Third, the subject sample was barely representative of real-life administrators. Perhaps more experienced decision makers who are high in Conscientiousness would be less distracted by the superfluous background information.

These are all potentially valid criticisms and I do not wish to maintain that Conscientiousness is necessarily a bad thing for decision makers or for employees in general. I do want to stress, however, that in trying to understand the relations between personality and job performance, we need to (a) be cautious in interpreting results of meta-analyses based on unidirectional assumptions regarding personality-job performance relations; (b) consider more carefully the conditions under which our expectations of positive versus negative relations are formed; and (c) develop and test more hypotheses regarding the direction of relations between personality and job performance. A bidirectional perspective on personality-performance relations has more to offer in terms of prediction and explanation than what is afforded by a simplistic unidirectional view. It's time we started exploring this opportunity more closely.

In an effort to promote a better understanding of the role of personality at work, I invite you to share your examples of cases where Conscientiousness might be detrimental to job performance. If you have any experiences with this or can think of any plausible rationales beyond those considered here, please let me know. Your examples might pertain to entire jobs or job families, or to specific aspects of job performance. Similarly, they might deal with Conscientiousness in general or with one or more of its components. I can be reached at 937-775-2026, by email at rtett@wright.edu, or in writing

at the Department of Psychology, Wright State University, Dayton, OH, 45435. Needless to say, counterarguments are welcome too.

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Practice Network: ADA and I-O Psychology

Michael Harris
University of Missouri-St. Louis

Greetings from St. Louis! Some of you may be familiar with a British sci-fi/fantasy television program called "Dr. Who." Do you know the name of the most popular actor serving in the role of Dr. Who? He was none other than Tom Baker (nope, not our Tom Baker, though). If you watched many of the "Dr. Who" shows, you probably also know that Dr. Who would sometimes be "destroyed," and then reborn in a different form (i.e., a new actor would take his place). Likewise, despite my slightly different appearance from our Tom Baker, I intend to serve faithfully as the new Dr. Who for Practice Network (PN). As you may recall from Tom Baker's last PN column, I agreed to take over as columnist for PN (hardly a hostile acquisition, by the way). Although I doubt that I can match the keen wit of Tom, I hope that I can at least fill some space. Actually, my true goal is to save us from the Dalek's (Dr. Who's arch enemy) invasion.

On a slightly more serious note, my goal for this column is to focus on a specific theme or two that will be of interest to practitioners, as well as anyone else, including academics. My goal is to track the pulse of I-O psychologists regarding important issues of interest (e.g., the success or lack thereof for the Chicago Cubs will *not* be addressed in this column). I hope, therefore, that you will feel free to recommend topics that are of interest to you, provide insight as to issues you are experiencing as a practitioner, and in general, help me to write this column. Finally, if I do happen to call upon you for insights into a particular topic or issue, I hope that you will feel free to talk with me about it.

As reflected in the title, the present column addresses the relationship between ADA and I-O psychology. I contacted a nonrandom (anyone I thought might possibly talk to me), extremely small (about 10) sample (might there be a chance of doing a meta-analysis on this one day?) of I-O psychologists working in a variety of industries (e.g., hospitality) and consulting firm settings (e.g., test publishers), and asked them (more like pleaded and begged them) to respond to two questions:

1. *How is ADA affecting your work as an I-O psychologist?*
2. *What do you think will be the future affect of ADA on I-O psychology?*

What follows next is a summary of their responses, as well as my reactions as I thought about and synthesized the responses I received.

ADA and I-O Psychology

In general, the I-O psychologists I talked with felt that I-O psychology had a great deal to offer to organizations seeking to comply with ADA. As Dave Robinson put it, I-O psychology makes for a nice "fit" with ADA law because of our profession's emphasis on job analysis, testing, and job re-

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design. There seemed to be unanimity among the people I spoke with that I-O psychology could play a major role in helping companies meet the legal requirements under ADA. For example, David Smith reported conducting a job analysis to determine the "essential functions" of production jobs. However, there seemed to be recognition that some of I-O psychology's basic tenets might need to be reconsidered somewhat. As an example, Kay Lilling Cotter noted that we have always emphasized *equal opportunity* (e.g., everyone takes the same test), while ADA emphasizes *equitable opportunity* (e.g., everyone takes the test that is most suitable for them). Thus, ADA may require rethinking for some of our tenets and practices.

Has ADA Changed the Practice of I-O Psychology?

A number of I-O psychologists I talked with indicated that ADA had little or no effect on their work. Why? One explanation is that many large organizations have already been covered by similar state laws (e.g., in California, as noted by Cal Hoffman) or Federal laws (e.g., government contractors are generally covered by the Rehabilitation Act). For some organizations, then, basic ADA practices have been in place for many years already. A second explanation is that for test publishers, ADA appears to have little effect. Among the test publishers that I talked with, there appeared to be little difficulty in ensuring that their products complied with ADA (e.g., George Paaajanen, Rob Altmann). The only type of test items that required change were items dealing with alcohol or drug use—and changing or eliminating these items was seen as relatively uncomplicated. Because most of the tests developed and used by I-O psychologists are nonmedical examinations, EEOC guidelines on ADA seem to have had little effect. The most important change for organizations doing assessments was the need for reasonable accommodation, as described below.

Reading between the lines there is, I think, a third possible explanation for the relatively minor effect of ADA alluded to by several I-O psychologists, namely, that it is too early to judge the impact on I-O psychology. A reason it may be too early to judge the impact is that there have been relatively few, if any, I-O-related ADA lawsuits as of yet. First, the ADA is a relatively new law; it went into effect only half dozen or so years ago. Second, given the relatively strong economy, many job applicants and employees may find an easier time obtaining employment and therefore are much less likely to suffer discrimination than they would have experienced in other times. In any case, several I-O psychologists indicated that it was premature to make a judgment about ADA and its effect on I-O psychology.

Interestingly, Wade Gibson observed that there was initially great concern expressed by some of PSI's clients regarding the effect of ADA on testing (e.g., many requests for accommodation). The actual effect of ADA has been far less than they expected. I would like to add that legal experts seem to indicate that the courts have tended to side with the defendants;

David Arnold observed that the courts are often not agreeing with EEOC guidelines and are making rulings that do not agree with the EEOC's position. These trends may mean that ADA has had little effect on I-O practices.

The Effect of Reasonable Accommodation

The aspect of I-O psychology that appears to have been most affected by ADA is the reasonable accommodation requirement for pre-employment testing. Thus, the biggest impact of ADA for the I-O psychologist may be the need to design a process for people requesting an accommodation in taking tests. From all I heard, this is an issue where I-O psychologists may have a unique role to play.

Although relatively rare—fewer than 1 out of 1,000 test-takers appear to request a reasonable accommodation—Wade Gibson noted that firms have "bent over backwards" to make alternative arrangements. Although a typical accommodation involves giving extra time or providing a "large print" edition of the test, in cases where the modification was so major as to question the meaning of any results, some organizations may offer a completely different test. It was also pointed out that although some accommodations could be quite expensive (e.g., a specially proctored exam), this was viewed as less costly and less likely to create negative publicity than a possible lawsuit from failing to provide reasonable accommodation.

A Crystal Ball

In terms of the future effect of ADA on I-O psychology, most of the respondents did not feel that ADA would lead to major changes in our practices. Several noted areas or issues that might become more important. For example, Michael Feuer predicted that there would be greater use of structured interviews, job analysis, and formal job descriptions as a result of this law. He pointed out that one of the first requested documents in an EEOC investigation of an ADA charge is a formal, written job description and that this would encourage companies to develop such documents. He also predicted that ergonomics would receive greater attention in the future as a result of the ADA, creating greater demand for psychologists with a knowledge of this area. Dave Robinson discussed how use of standardized job analysis procedures may enable I-O psychologists and companies to find suitable job placements for applicants and employees with a disability. This may be another promising use of job analysis that receives greater attention in the future.

Another important area for ADA in the future may be increased focus on learning disabilities. As David Smith suggested, the need to accommodate such disabilities (e.g., such as individuals with Attention Deficit Disorder) may pose interesting challenges for I-O psychologists. The importance of other specialties (e.g., educational psychology) with expertise in this area, however, may overshadow the application of I-O psychology.

So, in general, what role will I-O psychologists play in future with regard to ADA compliance? Dave Robinson suggested that I-O psychologists are ideally suited for enabling companies to successfully meet ADA requirements. Indeed, it would seem that our unique blend of competencies (i.e., legal knowledge, ability to assess both job requirements and employee aptitudes, and counseling abilities) would serve us well as ADA trainers, intermediaries, and problem solvers. I fear, however, that organizations will instead narrowly focus on their legal exposure and rely primarily on lawyers, rather than I-O psychologists, in this capacity. Alternatively, one I-O psychologist in industry (who preferred to remain anonymous), indicated that she helped create a process for her organization to address reasonable accommodation requests on the job. Specifically, she helped form teams composed of HR staff, line managers, and medical professionals to review and discuss accommodation requests as they arose. Although I-O psychologists may not be the parties that solve ADA problems, then, we may help to design processes that will address these issues.

Summary and Conclusions

To date, then, ADA appears to have had a minimal effect on I-O psychology. None of the I-O psychologists that I talked with seem to have been very affected by the law. Nor did any of them report any current *major* project that they were engaged in related to ADA (e.g., little litigation support work was in progress). On the other hand, none of the people I talked with suggested that ADA was unimportant or irrelevant to their work. ADA was just another part of legal compliance programs and training programs (e.g., part of diversity training). In terms of the future effect, several of the people indicated that a major court decision could change their conclusions about the effect of ADA on I-O psychology. At present, however, there was little reason to believe that ADA will significantly change I-O practices in the future. ADA is nonetheless a law that I-O psychologists need to know.

Reactions to this column? Have you had a different experience with ADA? Topics you want to see covered in the future? Please contact me at c1994@umslvma.umsl.edu, phone (314)-516-6280, fax (314)-516-6420, or, Michael Harris, School of Business Administration, University of Missouri-St. Louis, St. Louis, MO 63121. I look forward to hearing from you!

I thank the following people for their help in creating this column: Rob Altmann, Workforce Development Group, NCS; David Arnold, Reid Psychological Systems; Kay Lillig Cotter, PDI; Michael Feuer, HBE Corporation; Wade Gibson, PSI; Cal Hoffman, Southern California Gas Company; George Paajanen, PDI; David Robinson, Worker Rehabilitation Associates; David Smith, Anheuser-Busch Companies; and one anonymous I-O psychologist in industry.

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OCCUPATIONAL DISORDERS

A Treatment Guide for Therapists

By Martin Kantor

The new federal guidelines to help employers understand how the Americans with Disabilities Act applies to employees with an emotional disorder make it imperative that occupational psychologists and front line managers identify those workers who have an emotional disorder and distinguish them from those workers who are lazy or have a bad attitude. Kantor provides vital clinical information that assists professional consultants and supervisors alike in complying with the new guidelines while distinguishing true disability from behavioral problems which call for administrative action. Avoiding stress-heavy theory and one-size-fits-all approaches to treating occupational disorders, Kantor provides a comprehensive view of factors contributing to workplace traumas and presents an incremental approach to developing correct diagnoses and effective clinical therapies. Kantor describes both the familiar and the less familiar occupational disorders, shows how they develop as a result of dysfunctional interaction between workers and their environment, and suggests case-specific methods for preventing and curing many of the most debilitating workplace traumas.

MARTIN KANTOR is Clinical Assistant Professor of Psychiatry at the University of Medicine and Dentistry of New Jersey. He is the author of a half dozen books, including *The Human Dimension of Depression* (Praeger, 1992), and *Understanding Writer's Block* (Praeger, 1995).

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AD97

Work in the 21st Century: Recruiting in a Tight Labor Market

**Karen May
Terranova Consulting Group**

Recruiting is a topic of particular interest today as a result of two converging realities. One is the tight labor market that is the obvious result of the lowest unemployment rate this country has seen in 25 years. The other reality is the set of factors that make up the changing nature of work, which include changes to the economy, organizations, jobs, and the workforce. The tight labor market is simply making recruiting harder—more employers competing for fewer employees, at a time when the economy is strong and many businesses are growing. Changes are making recruiting more complicated—the organizations and jobs into which people are being recruited are moving targets, and the workforce is increasingly underskilled for the jobs available. In this column I discuss the ways in which the changing nature of work is affecting recruiting, review strategies that some organizations are using in response to these realities, and explore the contributions I-O psychologists can make to the practice of recruiting.

The recruiting process is essentially a vehicle for two-way information exchange regarding the future match between an individual and an organization. Both the individual and the organization are presenting their best “faces,” and both are trying to learn as much about the other as possible. Many aspects of this information exchange are affected by the rapid changes occurring within organizations: (a) new job requirements are associated with restructured, streamlined organizations that require people to wear more hats, work in teams, learn more quickly, and change direction on a dime, (b) new organizational profiles result from corporate-wide alliances, partnerships, and mergers, and (c) recent technological advances have created a level of complexity and sophistication in work that is beyond the technical training and/or capability of many recruiters.

Changes occurring in the workforce are adding complexity to the recruiting process as well. Employees are moving from company to company more quickly, the so-called “generation X workers” are looking for opportunities to have a better work-life balance than the previous generation, and the widening gap between the skills of new entrants to the workforce and job requirements makes matching people to jobs more difficult.

At a time when jobs were more stable in content, and organizations changed more slowly, this information exchange took place through traditional channels such as college fairs, newspaper advertisements, and search firms. In today's environment, organizations are using a wider range of strategies to find the right employees. In a recent meeting of Bay Area Applied Psychologists (BAAP), we conducted a panel discussion on the topic of

attraction and retention in a tight labor market. Our panel and participants developed a list of strategies being used today in response to the challenges facing recruitment efforts. I have grouped these strategies into four broad categories: (a) casting a wider net, (b) capitalizing on technology, (c) using financial incentives, and (d) creating a better place to work. I will include here some of the strategies identified through our discussion, as well as others I have observed or heard about:

Casting a wider net

- Hire people who don't meet all of the job requirements and train them when they join the organization
- Form partnerships with high schools and colleges and identify potential future employees through internship programs and other relationships
- Look for ways to develop current employees to meet needs within other areas of the organization (particularly hard-to-fill jobs)

Capitalizing on technology

- Include job openings on the company's web site
- List open jobs on Internet-based career search services
- Enable applicants to apply for jobs via the Internet
- Make company information readily available on web site
- "Enter" chat rooms for relevant subjects (e.g., employers looking for Java programmers, enter a Java chat room and describe the job)

Using financial incentives

- Offer a referral bonus to employees who refer successful candidates
- Offer a signing bonus to employees accepting hard-to-fill positions
- Make sure the compensation package offered is competitive
Note: Although offering a salary that is above market or above the salary range for the job is common, many organizations are dealing with the aftermath associated with disrupted internal equity and inflated job worth.

Creating a better place to work

- Match people to jobs more carefully to ensure a greater chance of success
- Train managers to manage more effectively
- Increase the potential for jobs to be intrinsically motivating
- Create opportunities for career development within the firm
- Manage internal turnover
- Recognize how quickly things are changing and support employees in dealing with those changes

- Increase employee involvement in organizational decisions
- Offer ways for employees to balance their life and work, such as (telecommuting, flextime, casual dress)

In addition to the strategies listed above, the participants in the BAAP session discussed the importance of selecting employees carefully and avoiding the temptation to just fill the job (the "warm-body syndrome"). There also seems to be a category of current recruiting strategies that I'll call "desperate measures," that includes more unusual measures such as making large cash payments to candidates.

There are a number of areas in which our training and practice as I-O psychologists can make us significant contributors to the quality and effectiveness of recruiting. Although much of our work is related at least indirectly to recruiting, I will highlight those that are most directly related.

Conducting job or work analysis. At the heart of most recruiting efforts is the match between a person and a job (or set of responsibilities in a jobless organization). I-O psychologists have the knowledge and skills to analyze jobs and determine the appropriate job requirements. Given the rapid pace of change in organizations, understanding what it will take to succeed in a job is a critical piece of building organizational effectiveness.

Conducting organizational analysis. In addition to the person-job match is the match between a potential employee and the organization itself. With job assignments changing rapidly, some organizations consider "fit" with the organization to be as (if not more) important than fit with the job. Organizational analysis can determine the job requirements associated with successful membership in an organization. In addition, organizational analysis can serve the purpose of identifying areas in which a company can improve its working conditions, management practice, and/or work/life balance options.

Measuring job requirements. One of the cornerstones of I-O practice is selection and assessment. To the extent that recruiting involves assessing candidates' potential for a particular job or organization, we can contribute our expertise in this area. At a minimum, we can help identify and/or develop the tools through which to measure the requisite KSAs, train recruiters in the use of these tools, and guide the interpretation of results.

Developing compensation practices. Compensation issues are central to many recruiting decisions today. Our skills in developing job evaluation systems and conducting job evaluation are critical to informing decisions about how to pay new employees in this time of intense competition for qualified candidates. Our ability to advise on compensation philosophy can help organizations make systemic rather than individual decisions.

In the next column I will discuss work-life balance issues and strategies from an I-O perspective. Please send your ideas and comments to me at Terranova Consulting Group, 61-F Avenida de Orinda, Orinda, CA 94563, PH (925) 253-0458, FAX (925) 253-9432, or email me at Karen@Terranovaconsulting.com. I look forward to hearing from you.

International Forum

Dirk D. Steiner

Université de Nice-Sophia Antipolis

In our explorations of I-O Psychology in this *TIP* column, we have so far had only European contributors. In an effort to expand our horizons to other parts of the globe, I have invited Professor Zhong-Ming Wang from Hangzhou University in China to tell us about some of his recent work. In the next issues of *TIP*, we will continue to explore our field around the world.

At the recent SIOP conference in Dallas, I had the opportunity to chat with several individuals who were not originally from the U.S. but who went there as students or as professionals. I then realized that this group of people had inverse adaptation experiences to my own. Whereas I am learning to adapt my North American knowledge to a foreign context, they must find ways to make sense of what they learn in the U.S. relative to their previous experiences. I think we could benefit in this column from hearing about how they view their North American knowledge and work experiences when they have a different initial frame of reference. So, this is an invitation to any non-American graduate students or professionals in I-O Psychology who are studying or working in the U.S. to tell us about their adaptation experiences or what they have learned about American or their home cultures through their U.S. experiences. If you would like to contact me for this idea or for other comments and suggestions for future columns, my address is: Dirk Steiner; Département de Psychologie; Pôle Universitaire St. Jean d'Angely; 24, avenue des Diables Bleus; 06357 Nice Cedex 4; FRANCE. Email: steiner@hermes.unice.fr. Phone: (33) 492.00.11.91. Fax: (33) 492.00.12.97.

Recent Developments and Research Interests of I-O Psychology in China

Zhong-Ming Wang
Hangzhou University
Hangzhou 310028
CHINA

email: zmwang@whale.hzuni.edu.cn

Since my review on culture, economic reform, and the role of I-O psychology in China in the second edition of the *Handbook of I-O Psychology* (Wang, 1996), both research and applications of industrial and organizational psychology have developed more rapidly on the basis of Chinese cultural tradition and management reform. Now, industrial and organizational psychology in China focuses more on cultural value orientation, team effec-

tiveness, cross-cultural leadership, organizational commitment, and career development.

Chinese economic reform is moving into a new stage of all-round management systems change which has further changed Chinese management in such areas as reward systems, employment structures, personnel management systems, team work systems, leadership patterns, managerial decision-making styles, joint-venture management, technological innovations, and organizational restructuring. The new emphases on work efficiency, individual and team responsibility, and cross-cultural management are modifying organizational strategies and management structures in China.

A recent significant development is the strategic reorganization stage of economic reform in Chinese enterprises, emphasizing strategic restructuring and reorganizing. Efforts are made to convert large and medium state-owned enterprises into shareholding corporations according to the requirements of "clearly established ownership, well defined power and responsibility, separation of enterprise from administration, and scientific management." The main management reform initiatives in China include: (a) separating management power from ownership; (b) reorganizing enterprises into shareholding corporations; and (c) contracting with and grouping trans-regional, inter-trade, cross ownership, and transnational operations. The focus of management development has shifted to the internationalization of management practices and systems changes (e.g., the development of international joint ventures, the implementation of corporate strategies, and the adaptation of cross-cultural businesses).

Under the new development of economic reform in China, several recent areas of research and applications of I-O psychology are worth noticing:

Team Management and Effectiveness

As a new area of I-O psychology, research is carried out on how groups deal with inconsistency and conflicts within groups. Because China has a tradition of favoring harmony and relationship, conflict was considered as a problem in team management. However, under the recent organizational reform and regrouping, conflict is seen as a positive drive for team development. Wang and Wu (1996) completed a large scale study on team conflict and team climate and their effects on performance among 314 employees from 61 teams in 40 organizations. Among them, 37 teams were from the Chinese state-owned companies, 12 teams from joint ventures, and another 12 teams from private companies. Nearly one third were from manufacturing industries with the remaining two thirds coming from service industries. The results showed special dynamics in several areas of Chinese team management:

1. *Group interaction.* At the individual level, there were significant differences between Chinese State-owned companies and international joint ventures on such factors as group interaction, conflict resolution, value ori-

entation, and group belongingness. Specifically, employees in State-owned companies expressed a significantly higher degree of group interaction and a higher level of cooperative value orientation.

2. *Conflict resolution.* At the group level, there was a significant difference between Chinese State-owned companies and international joint-ventures on conflict resolution. Specifically, a more positive conflict management style was revealed in the State-owned systems, which we attributed to the cross-cultural settings.

3. *Effects of team management.* There were significant effects of team management on team climate, including group communication, innovations, perception of objectives, participation, and task accomplishment.

4. *Structural and organizational influence.* Under the State-owned system, both group interaction and value orientation had more general positive effects upon team climate while conflict resolution mainly affected communication and group belongingness. Under the joint venture system and the privately owned system, conflict resolution played an important role in determining team climate.

In another field study on the relationships between team management approaches and performance among 41 teams by Wang and Zhu (1996), the following managerial and structural implications were proposed:

1. *Problem-solving approach.* Compared with teams in State-owned companies, teams from international joint ventures tended to adopt a problem-solving approach, use conflict avoidance and less cooperative strategies, and be more serious in evaluation of subordinates' performance.

2. *Relationship between team management and performance.* Team commitment and mutual support had no direct effects on team efficiency but influenced performance through an intervening variable (i.e., high involvement).

3. *Cooperative vs. competitive strategy.* A competitive strategy reduced members' mutual support and team commitment whereas a cooperative strategy with opening discussion enhanced their cooperation and self-management.

In the recent years of economic reform and organizational change, team compatibility has become a more important factor in team management. Wang and Lu (1996) completed a series of experiments in defining and analyzing team compatibility. Three components of team compatibility were identified: active cooperation, communicative coordination, and information sharing. *Active cooperation* is characterized as group value orientation, group interests, and a group resource management style. Through active cooperation, team members work closely toward team objectives. *Communicative coordination* emphasizes team communication and joint working efforts. Under communicative coordination, team members are provided with specific directions and plans. *Information sharing* focuses upon comprehensive and multidirectional information exchange. It emphasizes key task information and integrated team objectives.

Human Resource Management

Human resource management in cross-cultural settings has also become a more active area. In a comparison of China and the Netherlands focusing on differences between industrial (manufacturing) enterprises and cultural values among 600 senior personnel managers and general managers of different firms, significant differences were revealed in the HRM practices such as career development, performance appraisal, and rewards which would be more sensitive to cultural variation than other practices. Whereas performance appraisal practices were more developed in the Netherlands, Chinese industrial enterprises featured more promotion opportunities for staff members. Practices such as training, selection, and recruitment were less affected by cultural variation. Also, respect for authority, rationality of procedures, and division of work were more dominant in the organizational culture of industrial Chinese companies. Although we should be careful in interpreting the differences found, these considerable differences between the two countries in rewards, performance appraisal, and career development in industrial enterprises are in line with theoretical differences on the national cultural level.

Cross-Cultural Leadership and Managerial Team Compatibility

In general, several I-O psychological strategies could facilitate a comprehensive development of leadership competencies for managers from both Chinese State-owned enterprises and international joint ventures in China. The key to developing cross-cultural leadership teams is to achieve a high level of team compatibility. In recent research on Chinese work values, leadership styles, and team management, Wang (1998) showed that team compatibility could be differentiated into four levels:

1. *Style compatibility* is built on a high level of mutually adaptive leadership styles and cultural awareness in the partnership, team readiness for interaction, and task supportiveness for team objectives. This level of team compatibility is an interpersonal-orientation in a cross-cultural management setting.

2. *Competency compatibility* focuses on cross-cultural leadership competence. It is reached through team network building, development and utilization of competence, and group information sharing. This level of team compatibility is a collectivist competency-orientation based on style compatibility.

3. *Commitment compatibility* emphasizes mutual involvement in the team goals and long-term organizational objectives. It is accomplished by goal involvement, team attachment, and career development. This level of team compatibility is a goal-orientation based on competency compatibility.

4. *Performance compatibility* emphasizes business performance and competitive advantage. It is achieved through cultural adaptability, team

accountability, and organizational capability. This level of team compatibility is a strategy-orientation based on commitment compatibility.

This team compatibility model of cross-cultural joint venture leadership provides a general framework for the development of cross-cultural leadership teams in China. Further research is underway to test other aspects of this model.

The 20th Anniversary APA 5K RACE AND WALK

The annual race will be held in San Francisco as part of the APA Convention. The race will be held on Sunday morning, August 16th, at 7AM at the Embarcadero, a site within walking distance of the major hotels. Trophies will be awarded to the overall men's and women's winners and to the top three in each 5-year age group, from under 20 to over 70.

In order to encourage as many early registrations as possible, early registrations are again being discounted. Preregistration will run until August 6th - which means that the entry form and fee must be received by that date. Preregistrations save us loads of effort at the convention and on the day of the race. THE ENTRY FEE FOR PREREGISTERED RUNNERS IS \$17.00, which includes the annual dues to Running Psychologists. CONVENTION AND DAY-OF-RACE REGISTRATION FEE IS \$20.00. Special reduced fees for APA Student Affiliates, including APAGS members, will be \$7.00 (preregistered) and \$10.00 (day of race). Please preregister to help us avoid too many day-of-race registrations.

If you are not running but would like to volunteer to help out, please call, email or send a note. Thanks.

Because this is the 20th anniversary of the race, several special events are being planned, including a pre-race dinner. Further details will be sent out with the formal race announcement.

Race Contact: Frank Webbe, School of Psychology,
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The Real World: Gurus Under Fire

Janine Wacławski
W. Warner Burke Associates, Inc.

Real adj. 2: not artificial, fraudulent, illusory or apparent
World noun 1: earthly state of human existence

Hello, everyone, and welcome to the real world—that is, my perception of it anyway. Before I get into the nuts and bolts of the first edition of this column, I'd like to spend a little bit of time talking about how it came to be and the concept behind it.

When Allan Church first approached me about doing a column in *TIP*, I was a bit hesitant to say the least. I mean *TIP* is a serious newsletter, which strives to enlighten and inform a well educated and highly intellectual audience—a group of thoughtful and perhaps somewhat staid professionals. While I, on the other hand, might be considered by those who know me to be a bit of an over-zealous rantier—a tad opinionated and not always in check. In short, I can get a bit carried away when it comes to my beliefs, which are not always exactly grounded in fact, the norm, or even PC. All of this is my long-winded way of saying that I wasn't sure if I was cut out for the job. Despite my initial misgivings and already insane work schedule, I decided to go ahead and take on the column. I guess I just couldn't help myself—what else would any self-respecting over-zealous rantier do? Besides, underneath it all I really did have an idea for the piece that was to me a compelling one. FYI, according to *Miriam Webster's Collegiate Dictionary*, a compulsion is an irresistible impulse to perform an irrational act—so it all makes sense in a nonsensical sort of way.

All joking and neuroses aside, what is *The Real World* all about? My basic idea for the column is to link some of what is going on in the field of I-O to what is happening in the larger world. Part of what draws me to this field is the applied nature of what we do—that is to say, theory building, testing and application in “the real world.” As a result, I spend a lot of time noodling about how what we do fits into the rest of what is going on around us, as well as how our work is perceived by those outside the world of I-O. So, I hope that those of you who choose to read this column find some value in the links I will be striving to make.

As if all of that wasn't enough, I also want this column to be “live” (i.e., interactive). The final piece that I will work to incorporate into the column is reader commentary and feedback. In terms of reader commentary, part of the column will be dedicated to email responses from various SIOP members regarding the topic du jour. So please don't be alarmed if you receive an email from me asking for your thoughts on a given I-O related topic, and please do respond!

In terms of feedback, although it's a somewhat corny expression, I do believe that good feedback is a gift. Therefore, I hope you will contact me

with any feedback (or interesting rantings) you may have about the real world—both what's going on in this column and what's happening out there in your part of it.

Finally, for those of you who are still with me, thank you and I hope you will stay with me for the rest of this column and beyond.

The Past Meets the Present in *The Witch Doctors*

If you're anything like me, reading about the profession in the popular press is somewhat titillating. Let's face it, it's cool to work in a field that is as intriguing as ours, although sometimes intrigue is not always positive. If the dark side of fame is notoriety, then the dark side of intrigue could be disgust. For example, I recently picked up a copy of the *Business Week* best selling book entitled *The Witch Doctors: Making Sense of Management Gurus* by Micklethwait and Wooldridge (1997), who by day are staff editors for the highly respected British business publication *The Economist*.

In a very small nutshell, the book is based on the premise that management consultants and those doing related work (e.g., “management psychologists-psychometrists who draw up profiles of desirable recruits”) are the “unacknowledged legislators of mankind who...lay down the law, reshape institutions, refashion the language and above all reorganize people's lives.” In response, the book is designed to help managers in search of consultants make sense of what *The New York Times Book Review* calls “management guru nonsense.” At first glance this appears to be an admirable undertaking although a bit cynical but admirable nonetheless—a book aimed at helping end-users better understand and utilize consultants and consulting based products. Much to my dismay, however, I found that the majority of the book was focused on critiquing and lampooning management consulting, management science, and to some degree the field of organizational and consulting psychology. Although I am always a proponent of critical thinking for the purpose of improving the current state, I do not believe in criticism for criticism's sake alone (or for the sake of making a quick buck at someone else's expense).

In fact, from the get go management consulting and management science were not even given a fair chance. A case in point. The very title of the book is blatantly pejorative. It portrays organization consulting as a field consisting of a lot of hocus pocus rather than substance. Although the technical definition of a witch doctor is benign enough—a professional worker of magic, usually in a primitive society, who often works to cure sickness—I object to the imagery it conjures up (pardon the pun). Let me explain that while I do not necessarily disagree with the idea that as scientists and practitioners of I-O we are working within a primitive society (unfortunately, I think this is all too true), I do object to the idea that organization consultants are practicing magic and not science. I never realized that I was going to graduate school to get a Ph.D. in shamanism. So then what were all those

courses on research methods, experimental design, organization behavior etc., about? I don't recall any of my professors chanting any magical incantations when conducting a factor analysis or doing dances to raise the spirits of long dead theories so I was a bit surprised by the analogy. However, the authors state in no uncertain terms that "Modern management theory is no more reliable than tribal medicine."

Nevertheless, the sales alone generated by the book (which incidentally is now selling in softcover at every airport I've passed through in the U.S. over the past 6 months) point to the general public's need or at least receptivity to a book of this type. In other words, it wouldn't be so popular unless a lot of people out there could identify with it. This makes me sad—sad that so many have had such negative experiences in this arena. Let me provide a direct quote from the book that I think is pretty poignant:

You know what worries me about your book about management theory: that you'll talk to all the people and read all the books; that you will detail all its incredible effects—the number of jobs lost, the billions of dollars spent, and so on. And you won't say the obvious thing: that it's 99% b_lsh_t. And everybody knows that.

Senior editor, *The Economist*, Summer 1995

See what I mean? Pretty hardcore stuff, and that was only in the prologue! Much of the book is comprised of a seemingly endless litany of jaw dropping statistics clearly designed to make one cringe. For example:

A survey of chief financial officers at 80 big American companies, in May 1995, found that the main reason for wanting to do reengineering was cost cutting (29%) followed closely by 'some-one important said we should do it' (26%). Only a tenth did it primarily to improve service or quality. Other surveys had fairly similar results.

This brings to mind the famous quote from Disraeli: "There are three kinds of lies: lies, damned lies, and statistics." What companies, what kind of survey, conducted by whom, what other surveys, what other results, etc? The quoted findings are clearly sensational, but are they valid? Who knows?

I would love to go on and on about *The Witch Doctors* but I realize time and space are limited quantities (at least in *TIP*), so I will leave you with the authors' four criticisms of management theory to chew on:

1. Its lack of self-criticism.
2. Much of it is incomprehensible gobbledegook.
3. Underneath this convenient cloud of obfuscation, most of what the gurus say is blindingly obvious...many of their catch phrases (total quality management) now seem trite.
4. Its faddishness...Theorists are forever unveiling ideas, christened with some acronym and tarted up in scientific language.

So what's the answer to this sad state of affairs? Not surprisingly, the answer to it all comes at the end of the book (just six short pages from the end, to be precise). Ready? The answer is that "management theory is a young discipline; its canonical texts and defining methodologies are still being developed." Three hundred and thirty-seven pages of bone jarring, criticism and that is the answer. I feel much better. Well all I can say is that yellow journalists in glass houses shouldn't throw stones. Perhaps if I were smarter I could tart up some pithy little acronym as a retort. Oh, well.

Scott Adams: The Consultant of the future?

This is a true story. Recently, Scott Adams (of *Dilbert* fame) pulled off a hoax by successfully posing as an organization consultant to a team of senior leaders at Logitech. He was brought in by Logitech's vice chairman (a confederate) ostensibly to help the leadership team define a new mission statement for their New Ventures Group. Calling himself "Ray Mebert" and disguised in a wig and fake mustache, Adams told the group that his consulting experience included working on Procter and Gamble's "Taste Bright Project" a hush-hush effort to increase the company's sales by improving the taste of soap.

Prior to contact with Adams, the original mission statement of the group was "to provide Logitech with profitable growth and related new business areas." Adams eschewed this statement and worked with the leaders to develop the following mission statement: "The New Venture Mission is to scout profitable growth opportunities in relationships, both internally and externally, in emerging, mission inclusive markets, and explore new paradigms and then filter and communicate and evangelize the findings." At the end of the session Adams revealed his true identity as the Dilbert cartoonist (ABCNEWS.com, 1997).

So there you have it—Dilbert, Dogbert, Calbert, Ratbert and now Mebert. Seriously, I myself was outraged by the hoax. Sure, on the surface it seems funny, but when you stop to think about it it's a pretty scathing indictment of the perceived utility of most consultants. It reminds me of the Hans Christian Andersen story about the emperor with no clothes.

However, despite my initial visceral reaction, I wanted to gain some insight from others in the field (both academics and practitioners alike). I guess you could say I wanted a "reality check." To this end, below are several email responses to the following questions I posed regarding the Adams hoax:

1. What is your general reaction to this scenario?
2. What does this say about the applied side (especially consulting) of our field?
3. What, if anything, would you suggest I-O psychologists do about this?

Subj: Re: Comments on *Dilbert* for TIP
Date: 98-04-29 14:06:29 EDT
From: DWBRACKEN@aol.com
To: J9151@aol.com

1. My initial reaction is that this is a cruel hoax that wasted a lot of people's valuable time for no good reason.
2. I think it says more about business "leaders" and their lack of judgment than it does about consultants. What it says most about is Scott Adams, and it's not good.
3. The only constructive thing to do is to point out the questionable ethics of this type of hoax.

Dave Bracken
DWB Consulting
Atlanta, Georgia

Subj: Re: Comments on *Dilbert* for TIP
Date: 98-05-12 14:59:12 EDT
From: RSCHMIE@aol.com
To: J9151@aol.com

1. I am not surprised.
2. There are individuals out in the business world who are damaging the reputation of consultants. Consultants can provide significant value to businesses; however, they can also waste organizations' time and money.
3. I-O psychologists have deep expertise in evaluation methodology. We should continually evaluate the effectiveness of our approach to consulting and the results that we deliver to businesses.

Rob Schmieder
Personnel Decisions Incorporated
Seattle, Washington

Subj: Re: Comments on *Dilbert* for TIP
Date: 98-05-21 16:30:45 EDT
From: bachioc@bgnnet.bgsu.edu (Peter Bachiochi)
To: J9151@aol.com (J9151)

Hi Janine. Here are my thoughts.
My immediate reaction: somewhat amused and somewhat appalled. I'm amused because of the striking similarities to the mind-numbing meetings to

generate mission statements of which I had been a part in the past. It's frightening how quickly a group can get off track and how far they can wander. I'm appalled at the vice-chairman's and Scott Adams' willingness to attempt this hoax. It seems like the "lessons learned" would not outweigh the resentment of the team being duped.

This hoax says volumes about the power of the external consultant. Often, a consultant will garner immediate credibility simply by being a "fresh perspective from outside the company." As an internal consultant at a previous employer, I was often bothered by the schlock that some external consultants would come in peddling. Yet these consultants were seen often as the panacea for which the company had long been waiting.

As I-O psychologists, we need to educate our clients about the level of quality they should come to expect from consultants, both internal and external. If nothing else, we need to ask and to expect our clients to challenge us at times and not just follow our recommendations blindly. That blind faith in "experts" leads to situations just like the one mentioned above.

Peter Bachiochi
Psychology Department
Bowling Green State University
Bowling Green, Ohio

Subj: Re: Comments on *Dilbert* for TIP
Date: 98-05-07 12:17:58 EDT
From: mjk04@cnsibm.albany.edu (Michael J. Kavanagh)
To: J9151@aol.com (J9151)

Janine:

Since I assume Adams was highly paid or the group was told that he was highly paid, then the story exemplifies the old consulting adage: Your consulting work and advice is valued at exactly what you charge for it. Thus, doing pro bono work as an applied psychologist is valued at zero.

The story also illustrates the commonly accepted practice in management to look for the "quick fix" in the latest fad. With a carefully planned project with milestones lasting for months or years, most ethical applied researchers or consultants get the reject slip.

Mickey Kavanagh
State University of New York at Albany

Well, there you have it. I guess I wasn't the only one who was perturbed by the incident. Sometimes it's good to know these things before you go off on a rant; it gives you a little more face validity. With that said, I personally agree with all of the comments above. In particular, Peter's allusion to the concept of *caveat emptor* (for those of you who don't speak Latin or haven't

seen the *Brady Bunch* one too many times, that means "let the buyer beware"). Just because an idea is being "peddled" by a good looking, sounding, and smelling consultant doesn't mean it's a good one. Customers need to be informed in order to make good decisions. We can and should help with this education.

Which reminds me of an ad that used to run locally on TV in New York during the late 1970s and 1980s for Sym's Department stores. Their motto was something like "An educated consumer is our best customer." Although the ads were a little cheesy and obscured by a heavy New York accent, the point is a good one. Customers, consumers, end-users, call them what you will, must be educated in order to make informed decisions. However, this also means that they must bear at least part of the responsibility in choosing and working with consultants. To let oneself be hoodwinked in such a way is no doubt embarrassing, as well it should be. Although I am not completely without sympathy, it seems to me that senior executives with often obscene compensation packages should know better. Sometimes it makes me wonder about the validity of Darwin's theory of natural selection.

In terms of what we can do about this, I think the message from both *The Witch Doctors* and the Adams hoax is that anything we do as scientists and/or practitioners needs to be grounded in sound theory and research. Of course this is a no-brainer, but it bears repeating. In order to differentiate ourselves from the rest of the barbarian hoard we need to adhere to principles and practices that will support us in the long run: ones that make sense and will afford us self-respect. Faddishness is a recipe for disaster. It all reminds me of a photograph my parents took of me in the mid 1970s when I was about 5 or so years of age. There I was smiling away in my red and white checkered, polyester, hip-hugger, bell-bottoms, thinking I was cool. Ten years later the bell bottoms weren't so cool. Twenty years later they are absolutely ludicrous and bizarre. Fortunately, only a handful of people (who supposedly love me) will ever see that wretched vision. The professional world, however, is not so forgiving. The moral of the story is never peddle red and white checked, polyester, bell-bottoms to your client just because they are in style. You may live to regret it.

Anyway, those are some of the things going on in the real world that have struck a chord in me lately. Although these perceptions and events disturb me, I try to keep it all in perspective. Which reminds me of the last quote I will force on you from one of my favorite satirists and purveyors of social commentary, Mark Twain:

We despise all reverences and all the objects of reverence which are outside the pale of our own sacred things. And yet, with strange inconsistency, we are shocked when other people despise and defile the things which are holy to us.

On that note, dear reader I bid you adieu. But before I go I would like to thank my email contributors, Peter Bachiochi, Dave Bracken, Mickey

Kavanaugh, and Rob Schmieder for taking the time to provide their thoughtful comments for this column. I would also like to thank Allan Church for giving me the opportunity to write this column and for his patient proofreading. Please feel free to contact me either by email at j9151@aol.com or at my home away from home, W. Warner Burke Associates, Inc., 201 Wolfs Lane, Pelham, NY 10803 (914) 713-0080 (tel.), (914) 738-1059 (fax). I look forward to hearing from you!

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Vantage 2000: Recent Advances in Diversity Research— When Diversity has Positive Outcomes for Organizations and When it Does Not

Charmine E. J. Härtel
University of Queensland, Australia

The *Vantage 2000* column seeks to provide a forum for discussing the latest in practice, research, and theory especially in relation to emerging views and characteristics of workforces and workplaces. The informative value of the column depends heavily upon your knowledge, experience, and intuition. You can personally help by sending me a note—be it your vision of the future, a problem you are trying to solve, research you are conducting, a consulting tip, something you'd like to hear about, or the name of a person or organization you recommend that I contact. You can also send newspaper clippings, references to a great article or book you read, or areas of emerging controversy (for your organization or for theory). Further, I am seeking organizations or academic departments to profile that provide examples of innovation in philosophy, research, development, application, or implementation aimed at meeting the demands of contemporary and emerging environments. I am eager to receive your ideas and submissions. You can reach me at any of the following: Graduate School of Management, The University of Queensland, Brisbane, Queensland 4072, Australia; Phone: +61 7 3365-6747; fax: +61 7 3365-6988; email: c.hartel@gsm.uq.edu.au

Recent Advances in Diversity Research: When Diversity has Positive Outcomes for Organizations and When it Does Not

Although a great deal of data is available showing the trends of increasing diversity in the workplace in industrialized nations, relatively little is known about the effects of these trends on the workplace. In fact, much of the published information on the effects of workforce diversity was anecdotal before the 1990s. Since then a number of researchers have focused on developing theories of diversity, identifying the outcomes of diversity in group tasks, and measuring diversity. This issue's *Vantage 2000* column briefly discusses some advances in each of these areas.

Reviews and Theoretical Models of Diversity Effects in Organizations

Diversity effects in organizational groups. From a review of the literature on diversity effects in organizational groups, "common patterns in the processes by which diversity affected individual, group, and organizational outcomes" were identified (Milliken & Martins, 1996, p. 414). The model they derived from their review depicts the long-term consequences of diversity flowing from the short-term consequences of diversity. The model

identifies four diversity types, four types of short-term consequences, and three levels of long-term consequences.

One type of diversity is *observable diversity* which comprises race/ethnic background, nationality, gender, and age. The other three types of diversity in the model are *unobservable diversity* (i.e., diversity in values, diversity in skills and knowledge, and diversity in cohort membership). The short-term consequences identified were affective consequences (e.g., commitment, role ambiguity, perceived discrimination), cognitive consequences (e.g., innovation, number and quality of ideas), symbolic consequences (e.g., behavior of lower level employees), and communication-related consequences. The long-term consequences derived from the review occurred at the individual, group, and organizational levels. These included absenteeism, performance, turnover, and strategic changes. Milliken and Martins concluded from their review that "diversity in the composition of organizational groups affects outcomes such as turnover and performance through its impact on affective, cognitive, communication, and symbolic processes." (p. 402).

At the recent SIOP conference, Madeline Heilman and Brian Welle of NYU (1998) presented research examining the effects of diversity initiatives on perceptions of competence. They found that "women were rated as less competent and less likely to emerge as the group leader when they were in a group with a diversity-related rationale for assembly than when other rationales were provided." Apparently, telling people that diversity was a consideration in group member selection increases stereotyping.

Mixed effects of diversity on organizational outcomes are observed in the literature (Milliken & Martins, 1996). At the recent Society of Australasian Social Psychologists a model aiming to explain how diversity comes to effect group processes and outcomes was presented (Härrel & Fujimoto, 1998). The "Dissimilarity-Openness Moderator Model" argues that the effects of diversity in groups depends upon the openness toward dissimilarity present at the individual, group, and organizational level. This model proposes that high levels of openness to dissimilarity result in positive outcomes such as innovation, involvement, and commitment. Conversely, the model proposes that low levels of openness or closedness to dissimilarity result in negative outcomes for the group such as low involvement, job-related tension, and turnover. An investigation of the model's predictions is currently underway.

Measuring Diversity

Measuring employee's openness to diversity. Individual's openness to diversity has been linked to discriminatory behaviors in the workplace. In particular, raters assessed as closed to diversity rated an equally qualified minority candidate significantly poorer than the nonminority candidate (Härrel, Douthitt, Härrel, & Douthitt, 1997). But the ratings of the two candidates by diversity open raters were not significantly different.

The concept and measurement of diversity openness was developed in earlier work (Härrel & Trumble, 1997). Items reflecting actual and perceived cultural differences reported in the literature were developed. The *Ideal Employee Inventory* (IEI) asked individuals to rate the importance of each item relative to their ideal employee for a named job. Shane Douthitt of the University of Georgia is currently developing a new version of the IEI which is nonjob specific.

Assessing workplace diversity training needs. Kenneth DeMeuse and Todd Jostager of the University of Wisconsin presented their measure of workforce diversity at the recent SIOP conference. Their *Reaction-to-Change Inventory* "identifies an individual's overall, basic orientation to workplace diversity." (p. 6; 1998). Subscores help "trainers to more accurately identify sources of resistance and support"—"where an individual resists and/or supports diversity." They believe that the measure "is a basic human resources tool with broad training applications. First, the inventory can be used to assist trainers to diagnose the culture of an organization regarding the perceived merits of diversity. A training program then can be developed to best meet the specific need of employees in that organization. Secondly, the instrument can be employed to measure the impact of a diversity training effort by sampling participant reactions before and after a diversity workshop, seminar, or program. These pre-post insights will assist managers, trainers, and employees in their efforts to reap the full rewards of a diverse workplace. Finally, the R-T-D Inventory can be used to reassess the attitudes of the workforce on a periodic basis to ascertain if additional training is needed." (p. 4; 1998).

Summary

Negative effects of diversity on performance are not inevitable. Neither are positive effects of diversity guaranteed. The research described here indicates that the effects of a diverse workforce are conditional on factors other than the type of diversity. The finding that openness toward diversity affects discrimination suggests that organizations should be working hard to instill a climate of openness in their organizations, workgroups, and employees. The development of measures to assess what aspects of diversity employees support and resist should assist in achieving this goal.

Column Mission and Call for Contributions for Upcoming Columns

My goal for this column is to discuss the future of practice and research related to work and the workplace. I'd like to include perspectives from outside North America as well. To this end, I hope that, no matter where you are in the world, you will email, call, write or fax me (see contact information below) with your suggestions, views, requests and contributions (the name of an organization or academic department I can profile in a manner consistent with the goals of this column, newspaper clippings, company pro-

gram pamphlets, news of research-in-progress, experience with OD and HR strategies/programs and any other information—nothing is too small). I would also be interested to hear what types of information you would like me to share with you from the Australasia region. Please send any information relevant to the points discussed in this column along with your ideas for future topics to me at: Graduate School of Management, The University of Queensland, Brisbane, Queensland 4072, Australia; Phone: +61 7 3365-6747; FAX: +61 7 3365-6988; INTERNET: C.Hartel@gsm.uq.edu.au

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Informed Decisions: Research Based Practice Notes

Steven G. Rogelberg
Bowling Green State University

Statement of purpose. Prior to conducting a selection, training, survey, or any sort of applied research project, a myriad of methodological and data analytic issues must be addressed. Take for instance an I-O psychologist conducting a 360-degree assessment. How should feedback providers be chosen? How many respondents are needed to produce a valid report? What types of information should and should not be presented to the feedback recipient (e.g., standard deviations)? How should the data be presented (e.g., graphical or tabular format)?

The quality and success of our research are directly impacted by our answers to these types of questions. Although one "correct" answer most likely does not exist for a methodological inquiry, we are still charged with making educated decisions. The objective of this column is to try to bring to the forefront information that, hopefully, will help with this charge. To do so a guest columnist and/or I will attempt to synthesize extant research and/or present interviews conducted with "seasoned" practitioners on methodological issues.

Due to space (and time) limitations, each column will address just one applied methodological issue. This first column of *Informed Decisions* will focus on a salient survey research issue. Specifically, methods to facilitate survey response will be discussed. In order to make the column as relevant and useful as possible, I encourage you to email me at (rogelbe@bgsu.edu) or write me (Department of Psychology, Bowling Green State University, Bowling Green, Ohio 43404) with ideas or to let me know if you are interested in authoring a future *Informed Decisions* column.

How to Increase Your Survey Response Rate

Alexandra Luong and Steven G. Rogelberg
Bowling Green State University

The advantages of the mail questionnaire, such as its low cost and ability to reach many geographic regions, have made it a widely used method for assessing the attitudes and opinions of employees. However, much to the chagrin of survey researchers, response rates appear to be on the decline (Schwarz, Groves, & Schuman, 1997). In this paper, we discuss why and how to increase mail survey response rates.

Why Should We Facilitate Survey Response?

There are several reasons why we should be concerned when individuals do not respond to our surveys. First, nonresponse can introduce bias into our

findings. Specifically, generalizations from obtained data to a population are limited when nonrespondents differ systematically from respondents on survey relevant variables. Remember though, nonresponse in and of itself does not necessarily indicate bias (Rogelberg & Luong, 1998). Nonresponse may also result in not having enough data to run certain analyses in a statistically powerful manner (e.g., a department by tenure analysis can not be conducted). Finally, nonresponse may diminish the perceived credibility of our findings. Specifically, managers and employees alike may not take our recommendations seriously if they are based on the opinions of only a handful of individuals, even if those individuals are representative of the population. Given these problems and the prevalence and utility of the mail questionnaire, a myriad of studies have been devoted to examining the different techniques that are used to stimulate response rates.

Research on Response Facilitation Techniques

Typically, research on response rates to the mail questionnaire is atheoretical and appears to be a post hoc tag-on to some other research question. Furthermore, response facilitation techniques are often studied in isolation of one another such that the combined effects of techniques are relatively unknown. By synthesizing the extant quantitative and qualitative reviews (Fox, Crask, & Kim, 1988; Heberlein & Baumgartner, 1978; Kanuk & Berenson, 1975; Linsky, 1975; Yammarino, Skinner, & Childers, 1991; Yu & Cooper, 1983) as well as examining some recent or excluded research, we are able to present a discussion of research substantiated ways to facilitate survey response.

Techniques to Facilitate Response

In Table 1 we have classified response facilitation techniques into three categories. In the first category are techniques that we advise the use of, because they have been found to increase response rates in most studies. Mixed evidence exists regarding the effectiveness of the techniques in the second category; some researchers have found that they have positive effects on response rates, whereas others have found no effects. Because they have not been found to negatively affect response rates, we also suggest that you employ these techniques. Finally, we have placed in the third category little, or as-yet-unresearched, factors that we feel warrant attention because they may affect response rates.

Repeatedly contact your participants. Before sending your surveys, notify your potential participants (e.g., via email) that they will be receiving a survey in the near future. Interestingly, a pre-survey notification has been shown to be as effective as reminder notes in facilitating response. After an appropriate amount of time (10 days to 3 weeks) has passed since you first send the actual surveys, remind individuals in your data sample via telephone or mail to complete and return their surveys.

Table 1

Techniques You Should Use to Increase Responses to Your Survey: Good Data Exists

- Notify individuals that they will be receiving a survey
- Use follow-ups (via telephone or mail) to remind individuals to complete and return their surveys
- Provide incentives (monetary & nonmonetary) to individuals for completing and returning their surveys (best to include the incentive with the survey)
- Use appeals in the cover letter (e.g., tell individuals that their participation is important, how they may benefit, etc.)
- Keep your surveys to a reasonable length. Essential and important content only
- Include a stamped return envelope with the survey (use first-class postage rather than business reply postage)

Techniques You May Want to Use: Some Data Exists

- Order survey questions with interesting and easy questions first and demographic questions last
- Personalize the cover letter with individualized salutations and handwritten signatures
- Use nonmetered mailing instead of bulk-rate mailing for outgoing envelopes
- Tell individuals who is sponsoring the survey (university sponsorship tends to increase response)
- Ensure individuals that their responses will be anonymous and confidential

Factors that May Potentially Affect Response Rates: Little or No Research Exists

- Do not oversurvey
- Let your participants know what you have done or are going to do with the survey data
- Give participants individual and/or organizational feedback on the survey results

To prevent individuals who have completed the survey from being inundated with reminders, you may want to consider using a coding system or have individuals send a separate postcard, with their name, indicating that they have returned their survey (the postcard should be stamped and included

with the original survey). Some research suggests sending out an additional copy of the survey with the 2nd or 3rd reminder notes, if applicable.

Although this may appear counter-intuitive, when contacting potential respondents, some data suggests not including a deadline date for when surveys must be completed and returned. Deadlines may increase the speed of returns from those who would likely respond anyway, but it may cause those who are less likely to respond to not do so as the deadline date approaches. If you must give a deadline, we suggest explicitly stating that late surveys will be accepted.

Entice and impress your participants. Providing incentives can significantly increase your responses. If you are uncomfortable providing cash, inexpensive items such as pens, key chains, or coupons for food/drink can increase responses as well. The main issue to keep in mind, though, is to include the incentive with the survey. This has been found to work better than the promise of a reward.

Include some sort of appeal in the cover letter. Ensure individuals that their participation is important. Tell them, for instance, that their participation is beneficial to research, or that this is an opportunity for them to express their opinions. In other words, make them feel that both they and the survey are important.

Be personable. By personalizing your surveys, participants may feel that their participation is more important. This can be done in many ways. The techniques that have been found to be most effective include using postage stamps (versus metered postage), individualizing salutations (e.g., address the participant by his/her name), and handwritten (instead of mimeographed) signatures. When you do personalize your surveys, be sure to explicitly guarantee your participants that their responses will be kept confidential. For highly sensitive survey topics, personalization should probably be avoided.

Don't forget the survey itself. Try to keep the survey to a reasonable length. Ask yourself why you need each question and eliminate those questions that are not germane to your project. Periodically, attempt to downsize your survey's content (you may even want to involve your internal customers in these efforts). Remember that a survey does not have to measure and assess all possible topics. Also, be careful not to use the "measurement for measurement sake" approach to survey design. Please note that we are not arguing against the use of a scale of items to measure a construct.

Given that interest in topic is a good predictor of one's decision to participate in a survey project, to the extent you can, try to include content that will be seen as interesting to your potential participants. How you order your questions may also affect responses (e.g., research suggests placing the more interesting and easy questions first and demographic questions last). Finally, how your questionnaire looks may affect whether or not an individual will respond. For instance, your survey should be easy to read (e.g., do not use a font that is too small) and easy to complete (e.g., provide response

scales that make sense). We also suggest that you consider, at times, alternatives to black ink on white paper.

Miscellaneous factors that may affect responses. In this last category, we discuss several variables, which may affect survey response. These factors have not, however, been extensively researched in the literature. Based on our research and experience, we suggest providing respondents with survey feedback once the project is completed. Besides general feedback of the survey's findings, action plans and follow-up work should be subsequently shared (even explain when no action is to be taken). In other words, do not abandon your participants once you have gotten what you want. The likelihood that they will participate in future surveys depends on their experience with yours. Also, keep in mind that individuals probably get surveys from multitudes of sources. Hence, carefully consider how much and often you should be surveying your employees. Consider the use of random sampling as opposed to census surveys. Also, consider creating a survey registry within your organization to manage survey efforts.

Summary

Based on the extant literature, we have attempted to summarize and translate the vast research findings on facilitation techniques into practical suggestions, which we hope will help increase responses to your survey. Our main advice is to take all these suggestions into consideration when you design your process and tools. A total design approach will more likely increase your response rate than any single technique in isolation. Please contact us (luong@bgsu.edu) with any comments on this article or any ideas you may have for facilitating survey responses.

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TIP-TOPics for Students

Lori Foster and Dawn Riddle
University of South Florida

What a fabulous SIOP conference—informative sessions, good networking opportunities, and excellent desserts (a criterion for success held by many). We also had a great turn out for our TIP-TOPics student representative meeting. Not only did we get to meet in person and exchange ideas, but we even managed to twist a few arms...uh, we mean gently persuade a few more of our readers to represent their programs! Thanks to all for making the meeting a success.

Through opportunities like the recent SIOP meeting and interactions with folks in a variety of capacities, your TIP-TOPics editors keep a finger (or two) on the pulse of student issues. (Basically, that means we go around regularly bugging students to find out the issues of interest to them.) Lately, a lot of journal/publishing questions have been popping up. So, we decided to devote the first two segments of this column to demystifying the process of publishing research in scientific journals.

With adages such as "publish or perish" echoing in university hallways, it seems obvious why academicians would be interested in publishing. But we were initially concerned that our practice-oriented readers would have little reason to be interested in a column about publishing. Upon hearing from several editors of top journals, however, our fears were allayed! If you're interested in an academic OR an applied career in I-O, this issue holds important information for you.

To whet your appetite, the In the Spotlight portion of this column shines on various methods for equipping students with important publishing-related skills and information. We've also included some "places to go" to find more in-depth information. Next, our guest columnist, Travis Tubre, reports answers to publishing questions that everyone's been wondering about. As always, TIP-TOPics went directly to the source. That's right, in the You Know, I've Been Wondering... segment, Travis reports the skinny from none other than Kevin Murphy (our past SIOP president and editor of the *Journal of Applied Psychology*), John Hollenbeck (editor of *Personnel Psychology*), and Ken Smith (editor of the *Academy of Management Review*). This is definitely an all-star line up that you don't want to miss! The segment describes the publication process and offers a variety of insights from these seasoned veterans. Finally, taking a cue from Kevin Murphy's recent SIOP Presidential Address, the TIPs for Balancing Life and Graduate School

¹ If you really meant to volunteer to be a rep during SIOP, but couldn't make the recent meeting because you were trapped under a heavy object, etc., we're always interested in a few MORE good recruits! You know where to find us—and just in case you don't, our contact info is provided at the end of the column.

segment of this column emphasizes the importance of work-family conflict issues.

In the Spotlight

O.K., lots of people want to get their research published, but what makes some people more successful than others? That sounds like a topic for training, doesn't it? Although I-O programs rarely conduct formal semester-long seminars on "how to publish," training opportunities do exist. This issue's spotlight shines on a few current methods for training students to publish their research in scientific journals.

Local workshops represent one popular method for disseminating publishing pointers. One university recently cosponsored an interdisciplinary "Successful Scholarly Writing" workshop in conjunction with the national Text and Academic Authors Association. This structured workshop covered a variety of topics including the following: evaluating the quality of various journals, understanding editorial processes, tricks of the (publishing) trade, and tactical publishing decisions (e.g., when to take on a coauthor).

Other academic institutions invite well known speakers to advise on the topic of publishing. For example, the management department at one university recently hosted a visit by John Hollenbeck who talked about publishing in I-O Psychology/HR Management and discussed the editorial process at *Personnel Psychology*. During this visit, Dr. Hollenbeck also stopped by the university's I-O psychology department for informal talks and interactions with faculty and graduate students. Certainly, formal presentations and informal visits like these provide excellent opportunities to ask questions and gather useful information about publishing.

Finally, training on the topic of publishing is often provided at conferences and conventions. For instance, useful publishing pointers were revealed during SIOP's most recent doctoral consortium.² Ann Marie Ryan (Michigan State University) provided a talk entitled "Integrating Research and Practice: Killing Two Birds with One Stone or Just Killing Two Birds." This presentation addressed many issues that are especially relevant for practice-oriented individuals interested in publishing research that is conducted in the field. In addition, Dr. Hollenbeck (busy guy!) provided a luncheon speech entitled "The publishing process at Personnel Psychology: Your role as an author and reviewer." This portion of the doctoral consortium offered an in-depth description of the publishing process at *Personnel Psychology* as well as an explanation of how and when a student might begin to consider adopting the role of ad hoc journal reviewer.

In summary, if you're itching to publish that thesis or dissertation, publishing pointers are available—you just have to look for them and take ad-

² For those who have never attended SIOP, the doctoral consortium is a series of pre-convention workshops for doctoral students in I-O.

vantage of the appropriate opportunities when they come your way. It is worth noting that these opportunities don't always appear in all of the usual places (e.g., your school's I-O conference area or the psychology department lecture hall). The first example that we provided was a very useful *interdisciplinary* workshop, and the second example involved an expert presentation on publishing in a university's *management department*.

Now, suppose you still can't locate any available training on the topic of publishing (even after you search beyond your own industrial and organizational backyard). Do not panic. The fact is, there are a few places where you can go to gather useful facts on your own. Several of these sources are listed below:

Go to the journal. If you are trying to decide where to publish your research, check out the front and back covers of each journal that you're considering. You might be surprised at how much relevant material is there. Many journals include a mission statement, a list of editorial board members, a specification of the number of manuscripts to send, and information about where authors should send submissions.

Get on the web. Nowadays, most journals have web pages that include a wealth of relevant information. For example, the *Personnel Psychology* and *Journal of Applied Psychology* web pages include mission statements, manuscript evaluation criteria, and journal contact information, in addition to lots of other useful details. The *Academy of Management Review* web page even offers an overview of the review process, a detailed style guide for authors (including writing tips), answers to Frequently Asked Questions, and journal statistics (e.g., percentage of articles returned without review, percentage of articles rejected with review, average review time for various decisions, etc.). Most journal homepages can be accessed from the "I-O Web Sites" portion of the SIOP web page (<http://www.siop.org>).

Other publishing information is also available via the TIP portion of the SIOP web page. In the spirit of this issue's TIP-TOPic, we posted a reference list that includes many valuable guides to publishing and scholarly writing. Check it out when you get a chance!

Refer to TIP-TOPics Volume 36, Issue 1. In other words, read on—the next section of this column includes lots of need-to-know information about publishing!

You Know, I've Been Wondering...

Travis Tubre
Texas A&M University

To many graduate students and less experienced academics, the publication process seems like an abyss. There is a great deal of confusion and misunderstanding about what actually occurs between the submission of a paper to a given journal and its eventual return. Nietzsche once said that if you

gaze into an abyss, the abyss also gazes into you. Perhaps, then, there is something to be learned by examining the publication process in more detail.

In an attempt to clarify some of the mysteries of this process, Dawn Riddle, Lori Foster, and I came up with a list of commonly asked questions and sent them to the editors of a few major I-O and business journals. We asked these editors for answers and input about what goes on behind the scenes at their journals. In the segment below, we present feedback and suggestions from John Hollenbeck (*Personnel Psychology*), Kevin Murphy (*Journal of Applied Psychology*), and Ken Smith (*Academy of Management Review*).

We all know (or at least this author knows) that the publication process can be humbling, disheartening, frustrating—just about any negative adjective can be used here. However, our sources indicate that this need not always be the case if one understands the process and works within its boundaries. In the segment below, we present the questions asked of the journal editors, common themes across their answers, and selected responses where appropriate.

Our first question asked the editors to briefly explain the publication process from the receipt of a manuscript through publication (or rejection) of the paper. We asked about issues such as determining who will review the submission, and how long various aspects of the process usually take.

The basic editorial process was very similar across the three journals. Once the paper is received, the editor makes an initial determination about whether the paper is appropriate for the journal and whether it will be sent out for review. If the editor decides that the paper will be sent out for review, he/she must make a decision about *who* will review the paper. All of the editors indicated that they use a combination of editorial board members (or consulting editors) and ad hoc reviewers. An ad hoc reviewer is someone who is not committed to the journal's editorial board and therefore contributes fewer reviews per year than an editorial board member.

Generally, reviewers for a particular manuscript are selected for their perceived expertise in the major subject matter of the paper. In fact, Ken Smith pointed out that he uses the reference section of the paper to "cross check" his database of reviewers. At *Personnel Psychology*, nearly every paper that is eventually published will be reviewed by at least one academic and one practitioner. When the reviews are returned, the editor generally reads the paper and the reviewers' comments, then makes a decision whether to accept, reject, or request submission of a revision. The average initial decision time for the three journals ranges from about 35 to 70 days.

When a revision is requested (and *very few* manuscripts are accepted without revision), it is up to the author to decide whether he/she wants to make the suggested changes and resubmit the manuscript for another round of reviews. Revised and resubmitted manuscripts are sent through a process similar to the one just described for original manuscript submissions. Once a manuscript gets accepted, it generally goes to the publishers, who work with the authors and the printers to get it in final form. Dr. Hollenbeck reported

that, from this point, it takes 6–9 months for the article to appear in *Personnel Psychology*. It is important to note, however, that this time frame may vary from journal to journal.

Our second question focused on the most frequent reasons why manuscripts are rejected. We also asked the editors about common mistakes that inexperienced authors make and suggestions on how to avoid these errors and improve the likelihood that submissions will be accepted.

As suggested above, some percentage of manuscripts are returned/rejected without review. The most frequently cited reasons for this outcome were sloppy formatting (i.e., not in proper APA format) and inconsistency with the intended content and/or mission statement of the journal. According to all three editors, papers that are rejected after being sent out for review are commonly denied because their contribution to the field is too small. Our respondents added that it is important for a manuscript to make a convincing case that others should be interested in the research write-up. Dr. Smith suggests authors go through five to eight revisions (e.g., conference presentation, peer review) prior to submission to ensure the author has met this goal and not submitted the paper before it is ready. The importance of getting feedback from more experienced peers was also a common sentiment across the three editors.

Statistical and methodological problems (e.g., method concerns, small sample sizes) were cited as additional reasons for rejection, as were a lack of interesting ideas and just plain sloppy work. Failure to tie the work to the existing literature is also a common problem. This is magnified by the fact that reviewers are chosen based on their familiarity and expertise with the existing literature. Excluding relevant work published by an author who just happens to be reviewing the paper can be a fatal mistake. Dr. Hollenbeck pointed out that Mike Campion published an editorial in the Autumn 1993 edition of *Personnel Psychology* which provides a "Reviewer Checklist" that can be very helpful to prospective authors.³

Although papers that reach the revision stage have a good likelihood of being accepted, some authors fail to respond at this stage of the process. According to our respondents, this failure to revise and resubmit is a mistake commonly made by inexperienced authors. Dr. Murphy suggested that inexperienced authors may tend to interpret decision letters too negatively. He pointed out that the issues raised in the editor's decision letter can often be addressed and a subsequent revision may be published.

Our third question focused on the amount and type of influence that journal editors have on the direction of the journal.

³ The reference citation and a hypertext link to this editorial is included on the "Guides to Publishing & Scholarly Writing" reference list described in the Spotlight portion of this column. This reference list can be accessed via the TIP portion of the SIOP web page.

All of the editors agreed that the reviewers are the actual gatekeepers. While the editor does have some influence on the direction of the journal, the task is so large and distributed that the editor's role is not completely decisive. Dr. Hollenbeck pointed out that, in terms of submissions, the editor is at the mercy of the authors. Through the accept and reject process, he or she can exercise some control over what is eventually published. Although the editor can decide which reviewers to send a paper to, it is difficult to accept a paper that all reviewers say should be rejected and vice versa. Dr. Hollenbeck also noted that, if one values his or her reviewers and wants to retain their services, it is importance to give deference to their opinions.

Our fourth question focused on how to determine the most appropriate outlet for a given piece of research.

Dr. Murphy suggested using the sources identified in your reference section as an indication of where similar research is being published. Dr. Smith and Dr. Hollenbeck pointed out that the best strategy is to read the major journals in your area. In addition to the published "mission statement," the content of the journal is the most appropriate guide for what future content may be. It should be noted that this strategy can also be beneficial in terms of increasing the likelihood of getting submissions published. Journals vary in their style, level of theoretical and conceptual development, intended audience, and any number of other factors. Familiarity with the relevant aspects of a given journal may reduce the likelihood of rejections due to "poor fit." Using previous work as a guide, it is possible to tailor a paper for a given journal. Dr. Murphy pointed out that this is another area where advice from a more senior colleague can be of tremendous assistance. As noted by Dr. Murphy, "once you get past the top one or two journals in a field, there can be big differences in the difficulty in publishing in and the perceived worth of papers in alternative outlets. Colleagues can often help find the best outlets for a paper."

Our fifth and final question asked about reasons why I-O graduate students who want to become practitioners should be concerned with publishing in scientific journals.

The editors all agreed that there are substantive reasons why graduate students who intend to pursue careers in the applied world would benefit from publishing. Dr. Murphy noted that publication is an opportunity for the student to develop and demonstrate skills (e.g., effective communication) that are critical for success in the applied arena. Dr. Smith pointed out that publication can serve as "an academic test for your practical ideas." As stated by Dr. Hollenbeck, "even though it can be a humbling experience for all of us, publicly holding up our ideas for critical peer review is a great way to hone those ideas and our own skills." Ideas are no less important to the applied world than they are to the academic world. Indeed, practitioners constitute a large portion of the readership of *Personnel Psychology*. Thus, it seems that some of them must see value in its content. On a more pragmatic note, all of the editors also focused on the value of credibility and the

national visibility or recognition that is associated with publishing in major journals. Visibility and credibility are likely to be strongly related to marketability in the applied world.

In conclusion, many adjectives can be used to describe the publication process—humbling, frustrating...and yes, even rewarding and educational. "Mysterious," however, should no longer dwell among the descriptive words associated with journals and publishing. We hope that the information provided in this segment has helped to demystify the publication process.

TIPs for Balancing Life and Graduate School

A picture's worth a thousand words. That may have been what Kevin Murphy had in mind during the Presidential Address at this year's SIOP conference. About half way through his talk, a picture of himself and his two children, Michael and Kathleen, flashed onto the screen. Dr. Murphy referred to this photo as a "subtle bit of propaganda" suggesting that conflict between work life (or school life) and a home life is not always inevitable. Subtle (or not), he got his point across. Balance between life and work is as precious as those smiling faces in the photo.

Dr. Murphy's message was underscored by the number of SIOP sessions and posters related to work family conflict (WFC). We informally tallied the number of WFC-related sessions in the SIOP conference program—five posters, four symposiums, and one Presidential Address! Very impressive! Some of the issues related to WFC that were discussed, included organizational climate, worker attitudes, alternative work arrangements, worker mobility, dispositional variables, demographic characteristics, along with relevant women's issues. It seems a lot of ground was covered during the conference with a promise of much more to come. Perhaps, then, our TIP for this issue should be "Hang in there...help is on the way!"

If you have any questions regarding this issue, or questions for TIP-TOPics to investigate, or would like to contribute information to our next edition, you can contact the editors via the options presented below.

To contact the TIP-TOPics editors:

Email: Dawn Riddle (riddle@luna.cas.usf.edu)
Lori Foster (foster@luna.cas.usf.edu)
Fax: 813-974-4617 / Attn: Lori Foster or Dawn Riddle
Mail: Department of Psychology, BEH 339
University of South Florida
Tampa, Florida 33620-8200

ASSOCIATE PROJECT DIRECTOR

Due to continued hyper-growth globally, International Survey Research Corp. (ISR) seeks candidate for the position of Associate Project Director. Responsibilities will include client liaison, survey design, data interpretation and reporting. ISR is a premier research firm specializing in global management and employee opinion surveys.

Applicants should possess:

- At least 2 years' experience in employee opinion surveying and research
- Ph.D. in behavioral sciences
- A willingness to travel (approximately 50%)

Fluency in a second language highly desirable.

The position is based in Chicago, with opportunities for transfer to other ISR offices in the U.S. and abroad.



International Survey Research Corporation

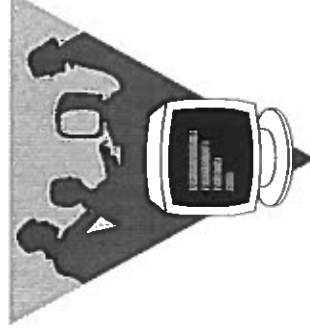
Attn: Search Director - TIP
303 East Ohio Street
Chicago, Illinois 60611
FAX: 312/828-9742
Telephone: 312/828-9725

Traveling in Cyberspace

Philip Craiger
University of Nebraska at Omaha

TIP's new editor, Allan Church, has asked me to stay on for another term as a *TIP* columnist, which I'm very happy to do. I'm taking this issue off, but wanted to let you, the reader, know that future installments of *Traveling in Cyberspace* will continue to involve topics regarding the synergy between humans and computers. In particular, in the next few installments I will discuss topics involving computer supported cooperative work (CSCW). CSCW is a field of computing that deals with designing and developing computer systems that support group work, collaboration, and communication. These systems are particularly important due to the changing nature of the way in which we perform work, and the subsequent need to support *social computing*.

These systems should be of interest to those in business as well as academia. To give you a sense of the uses (and potential abuses) of these systems I will discuss the capabilities of these systems, case studies, and where applicable, how I use these systems in my own work (including research and teaching). CSCW topics will include video conferencing, meeting and decision support systems, and virtual reality for training.



Have you visited the TIP site on the World Wide Web?

<http://www.siop.org>

Call for Fellowship Nominations

Robert L. Dipboye
Rice University

Each year, the Fellowship Committee requests and evaluates nominations to the status of Fellow those society members who have made unusual and outstanding contributions to psychology. The Fellowship Committee seeks nominations of individuals from all areas of endeavor within our profession. We encourage nominations of candidates who have had a documented impact on the profession in their practice and application of psychology as well as those who have made their contribution through research.

Detailed criteria considered by the Fellowship Committee were published in *TJP*, April 1994, pp. 31-34. General criteria are summarized below.

Criteria

- Society Member for no less than 2 years at the time of election.
- Nominated by either a Member or Fellow of the Society through submission to the SIOP Fellowship Committee of a letter of nomination and a completed APA Uniform Fellow Application Form.
- Three or more letters of recommendation, at least two of which must come from Fellows of SIOP.
- Should the nominee be elected to SIOP Fellowship, he or she is then typically submitted for consideration as a Fellow in APA and/or APS. If the nominee is to also be nominated for APA fellowship, three of the original letters of endorsement must come from Fellows of APA. If the nominee is to be nominated for APS fellowship, at least one of the original letters must come from a Fellow of APS.

Due Date

- November 15, 1998

Request Nomination Materials and Direct Questions to:

Robert L. Dipboye, Chair, SIOP Fellowship Committee
Department of Psychology MS-25
Rice University
6100 South Main
Houston, TX 77005-1892
Phone: 713-527-4764
Fax: 713-663-0332
email: Dipboye@rice.edu

Call for Nominations and Entries: 1999 Awards of the Society for Industrial and Organizational Psychology

- Distinguished Professional Contributions Award
- Distinguished Scientific Contributions Award
- Distinguished Service Contributions Award
- Ernest J. McCormick Award for Distinguished Early Career Contributions
- Edwin E. Ghiselli Award for Research Design
- S. Rains Wallace Dissertation Award
- William A. Owens Scholarly Contribution Award
- M. Scott Myers Award for Applied Research in the Workplace

Deadline: September 15, 1998

Send nominations and entries for all awards to:

Francis J. Yammarino, Chair SIOP Awards Committee
School of Management
State University of New York at Binghamton
Binghamton, NY 13902-6015
Phone: (607) 777-6066
Fax: (607) 777-4422
Email: FJYAMMO@BINGHAMTON.EDU

Nomination Guidelines and Criteria

Distinguished Professional Contributions, Distinguished Scientific Contributions, Distinguished Service Contributions, and the Ernest J. McCormick Early Career Contributions Awards

1. Nominations may be submitted by any member of the Society for Industrial and Organizational Psychology, the American Psychological Association, the American Psychological Society, or by any person who is sponsored by a member of one of these organizations.
2. Only members of the Society for Industrial and Organizational Psychology may be nominated for the award.
3. A current vita of the nominee should accompany the letter of nomination. In addition, the nominator should include materials that illustrate the contributions of the nominee. Supporting letters may be included as part of the nomination packet. The number of supporting letters for any given nomination should be between three and five. Nomination materials with more than five supporting letters will not be considered by the Awards Committee.

4. Nominees who are non-recipients of the Distinguished Scientific Contributions Award, Distinguished Professional Contributions Award, and Distinguished Service Contributions Award will be reconsidered annually for three years after their initial nomination.

5. Letters of nomination, vita, and all supporting letters (including at least three and no more than five) or materials must be received by September 15, 1998.

Administrative Procedures

1. The SIOP Awards Committee will review the letters of nomination and all supporting materials of all nominees and make a recommendation concerning one or more nominees to the Executive Committee of the Society for Industrial and Organizational Psychology. Two or more nominees may be selected if their contributions are similarly distinguished.

2. The Executive Committee may either endorse or reject the recommendation of the Awards Committee, but may not substitute a nominee of its own.

3. In the absence of a nominee who is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

Distinguished Professional Contributions Award

In recognition of outstanding contributions to the practice of Industrial and Organizational Psychology.

The award is given to an individual who has developed, refined and implemented practices, procedures, and methods that have had a major impact on both people in organizational settings and the profession of Industrial and Organizational Psychology. The contributions of the individual should have advanced the profession by increasing the effectiveness of Industrial and Organizational psychologists working in business, industry, government, and other organizational settings.

The recipient of the award is given a plaque and a cash prize of \$1,000. In addition, the recipient is invited to give an address at the meeting of the Society for Industrial and Organizational Psychology related to his or her contributions.

Criteria for the Award

The letter of nomination should address the following points:

1. The general nature of the nominee's contributions to the practice of Industrial and Organizational Psychology.
2. The contributions that the nominee has made to either (a) the development of practices, procedures, and methods, or (b) the implementation of

practices, procedures, and methods. If appropriate, contributions of both types should be noted.

3. If relevant, the extent to which there is scientifically sound evidence to support the effectiveness of the relevant practices, procedures, and methods of the nominee.

4. The impact of the nominee's contributions on the practice of Industrial and Organizational Psychology.

5. The stature of the nominee as a practitioner vis-à-vis other prominent practitioners in the field of Industrial and Organizational Psychology.

6. The evidence or documentation that is available to support the contributions of the nominee. Nominators should provide more than mere testimonials about the impact of a nominee's professional contributions.

7. The extent to which the nominee has disseminated information about his or her methods, procedures, and practices through publications, presentations, workshops, and so forth. The methods, procedures, and practices must be both available to and utilized by other practicing Industrial and Organizational psychologists.

8. The Organizational setting(s) of the nominee's work (industry, government, academia, etc.) will not be a factor in selecting a winner of the award.

Distinguished Scientific Contributions Award

In recognition of outstanding contributions to the science of Industrial and Organizational Psychology.

This award is given to the individual who has made the most distinguished empirical and/or theoretical scientific contributions to the field of Industrial and Organizational Psychology. The setting in which the nominee made the contributions (i.e., industry, academia, government) is not relevant.

The recipient of the award is given a plaque and a cash prize of \$1,000. In addition, the recipient is invited to give an address at the meeting of the Society for Industrial and Organizational Psychology that relates to his or her contributions.

Criteria for the Award

The letter of nomination should address the following issues:

1. The general nature of the nominee's scientific contributions.
2. The most important theoretical and/or empirical contributions.
3. The impact of the nominee's contributions on the science of Industrial and Organizational Psychology, including the impact that the work has had on the work of students and colleagues.
4. The stature of the nominee as a scientist vis-à-vis other prominent scientists in the field of Industrial and Organizational Psychology.

Distinguished Service Contributions Award

In recognition of sustained, significant, and outstanding service to the Society for Industrial and Organizational Psychology.

This award is given for sustained, significant, and outstanding service to the Society for Industrial and Organizational Psychology. Service contributions can be made in a variety of ways which include but are not limited to serving as (a) an elected officer of the Society, (b) the chair of a standing or ad hoc committee of the Society, (c) a member of a standing or ad hoc committee of the Society, and (d) a formal representative of the Society to other organizations. The recipient is given a plaque and cash prize of \$1,000.

Criteria for the Award

The letter of nomination should address the nature and quality of the nominee's service contributions. A detailed history of the individual's service-oriented contributions should be provided. It should specify (a) the offices held by the nominee, (b) the duration of his or her service in each such office, and (c) the significant achievements of the nominee while an incumbent in each office.

Ernest J. McCormick Award for Distinguished Early Career Contributions

In recognition of distinguished early career contributions to the science or practice of Industrial and Organizational Psychology.

This award is given to the individual who has made the most distinguished contributions to the science and/or practice of Industrial and Organizational Psychology within seven (7) years of receiving the Ph.D. degree. In order to be considered for the 1999 Award, nominees must have defended their dissertation no earlier than 1992. The setting in which the nominee has made the contributions (i.e., academia, government, industry) is not relevant. The recipient of the award is given a plaque and a cash prize of \$1,000.

In addition, the recipient is invited to give an address at the meeting of the Society for Industrial and Organizational Psychology that relates to his or her contributions.

The Ernest J. McCormick Award for Distinguished Early Career Contributions is sponsored by Consulting Psychologists Press, Incorporated.

Criteria for the Award

The letter of nomination should address the following issues:

1. The general nature of the nominee's contributions to science and/or practice.
2. The most important contributions to science and/or practice.

3. The impact of the nominee's contribution on the science and/or practice of Industrial and Organizational Psychology, including the impact that the work has had on the work of students and colleagues.

4. The status of the nominee as a scientist and/or practitioner vis-à-vis other prominent scientists and/or practitioners in the field of Industrial and Organizational Psychology.

Documentation should be provided that indicates that the nominee received his or her Ph.D. degree no earlier than 1992.

Edwin E. Ghiselli Award for Research Design

In recognition of the research proposal that best shows the use of scientific methods in the study of a phenomenon that is relevant to the field of Industrial and Organizational Psychology.

The award is given to the author(s) of the best research proposal in which scientific methods are used to study a phenomenon of relevance to the field of Industrial and Organizational Psychology. The proposal should demonstrate the use of research methods that are rigorous, creative, and highly appropriate to the study of the phenomenon that is the focus of the proposed research. The proposal should cover research that is at either the design stage or is in very early stages of pilot-testing. Proposals covering completed research should not be submitted.

The author(s) of the best proposal is (are) awarded a plaque, a \$1,000 cash prize, and the opportunity to present their proposal in a poster session at the meeting of the Society for Industrial and Organizational Psychology. In addition, the Scientific Affairs Committee of the Society for Industrial and Organizational Psychology will assist the winner in both obtaining funding and locating sites for the conduct of the proposed research. This offer of assistance, however, does not obligate the award winner(s) to actually perform the proposed research.

If more than one outstanding research proposal is submitted for review, the Awards Committee may recommend that an otherwise outstanding, but not a winning, proposal be awarded honorable mention status.

Criteria for Evaluation of Proposals

Research proposals will be evaluated in terms of the following criteria:

1. The degree to which the proposed research addresses a phenomenon that is of significance to the field of Industrial and Organizational Psychology.
2. The extent to which the proposal shows appropriate consideration of the relevant theoretical and empirical literature.
3. The degree to which the proposed research will produce findings that have high levels of validity (i.e., internal, external, construct, and statistical conclusion).

The setting of the proposed research is of lesser importance than the capacity of the study to produce highly valid conclusions about a real-world phenomenon of relevance to the field of Industrial and Organizational Psychology. The methods of the proposed research (including subjects, procedures, measures, manipulations, and data analytic strategies) should be specified in sufficient detail to allow for an assessment of the capacity of the proposed research to yield valid inferences.

4. The extent to which the proposed research is actually capable of being conducted.
5. The degree to which the proposed research, irrespective of its outcomes, will produce information that is of both practical and theoretical in relevance.
6. The extent to which ideas in the proposal are logically, succinctly, and clearly presented.
7. The degree to which the proposal provides for the appropriate coverage and consideration of (a) research objectives, (b) relevant theoretical and empirical literature, and (c) research methods. Note that a budget for the proposed research should not be submitted.

Guidelines for Submission of Proposal

1. Proposals may be submitted by any member of the Society for Industrial and Organizational Psychology, the American Psychological Society, the American Psychological Association or by any person who is sponsored by a member of one of these organizations.
2. Proposals having multiple authors are acceptable.
3. Proposals are limited to 30 double-spaced pages. This limit includes the title page, abstract, tables, figures, etc. However it excludes references.
4. Proposals should be prepared in accord with the guidelines provided in the third edition of the *Publication Manual of the American Psychological Association*. Note, however, that the abstract may contain up to 300 words.
5. Ten copies of each proposal should be submitted. The name of the author, affiliation (academic institution, business firm, or government agency), and phone number should appear only on the title page of the proposal.
6. No award-winning proposal (actual winner or honorable mention) may be resubmitted for review. However, non-winning entries that were submitted in previous years may be resubmitted.
7. Individuals who have previously won the award are eligible to submit proposals covering research other than that covered in their award winning proposal(s). However, to win an award a third time, the author must show evidence of having completed at least one or the two previously proposed studies.
8. Proposals must be received by September 15, 1998.

Administrative Procedures

1. Proposals will be reviewed by the Awards Committee of the Society for Industrial and Organizational Psychology.
2. The Awards Committee will make a recommendation to the Executive Committee of the Society for Industrial and Organizational Psychology about the award winning proposal and, if appropriate, a proposal deserving honorable mention status.
3. The Executive Committee may either endorse or reject the recommendation of the Awards Committee, but may not substitute a nominee of its own.
4. In the absence of a proposal that is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

S. Rains Wallace Dissertation Research Award

In recognition of the best doctoral dissertation research in the field of Industrial and Organizational Psychology.

This award is given to the person who completes the best doctoral dissertation research germane to the field of Industrial and Organizational Psychology. The winning dissertation research should demonstrate the use of research methods that are both rigorous and creative. The winner of the award will receive a plaque, a cash prize of \$1,000, and the opportunity to present their dissertation research in a poster session at the meeting of the Society for Industrial and Organizational Psychology.

Criteria for Evaluation and Submissions

Dissertation summaries will be evaluated in terms of the following criteria:

1. The degree to which the research addresses a phenomenon that is of significance to the field of Industrial and Organizational Psychology.
2. The extent to which the research shows appropriate consideration of relevant theoretical and empirical literature. This should be reflected in both the formulation of hypotheses tested and the selection of methods used in their testing.
3. The degree to which the research has produced findings that have high levels of validity (i.e., internal, external, construct, and statistical conclusion). The setting of the proposed research is of lesser importance than its ability to yield highly valid conclusions about a real-world phenomenon of relevance to the field of Industrial and Organizational Psychology. Thus, the methods of the research (including subjects, procedures, measures, manipulations, and data analytic strategies) should be specified in sufficient detail to

allow for an assessment of the capacity of the proposed research to yield valid inferences.

4. The extent to which the author (a) offers reasonable interpretations of the results of his or her research, (b) draws appropriate inferences about the theoretical and applied implications of the same results, and (c) suggests promising directions for future research.

5. The degree to which the research yields information that is of both practically and theoretically relevant and important.

6. The extent to which ideas in the proposal are logically, succinctly, and clearly presented.

Guidelines for Submission of Proposal

1. Entries may be submitted only by individuals who are endorsed (sponsored) by a member of the Society for Industrial and Organizational Psychology, the American Psychological Society, the American Psychological Association.

2. Each entrant should submit ten copies of their paper (not to exceed 30 pages of double-spaced text) based on his or her dissertation. The name of the entrant, institutional affiliation, current mailing address, and phone number should appear only on the title page of the paper.

3. Papers are limited to a maximum of 30 double-spaced pages. This limit includes the title page, abstract, and text. Tables, figures, references, and appendices are not included in the 30 page limit.

4. Papers should be prepared in accord with the guidelines provided in the fourth edition of the *Publication Manual of the American Psychological Association*. Note, however, that the abstract may contain up to 300 words.

5. The paper must be based on a dissertation that was accepted by the graduate college 2 years or less before September 15, 1998, with the stipulation that an entrant may only submit once.

6. The entrant must provide a letter from his or her dissertation chair that specifies the date of acceptance of the dissertation by the graduate school of the institution and that the submission adequately represents all aspects of the completed dissertation. In addition, the entrant must provide a letter of endorsement from a member of the Society for Industrial and Organizational Psychology, the American Psychological Society, or the American Psychological Association who is familiar with the entrant's dissertation. Both of these letters may be from the same individual.

7. Entries (accompanied by supporting letters) must be received by September 15, 1998.

Administrative Procedures

1. All entries will be reviewed by the Awards Committee of the Society for Industrial and Organizational Psychology.

2. The Awards Committee will make a recommendation to the Executive Committee of the Society for Industrial and Organizational Psychology about the award winning dissertation and, if appropriate, up to two dissertations deserving honorable mention status.

3. The Executive Committee may either endorse or reject the recommendation of the Awards Committee, but may not substitute recommendations of its own.

4. In the absence of a dissertation that is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

William A. Owens Scholarly Contribution Award

In recognition of the best publication (appearing in a refereed journal) in the field of I-O Psychology during the past full year (1997).

This annual award, honoring William A. Owens, is given to the author(s) of the publication in a refereed journal judged to have the highest potential to significantly impact the field of I-O Psychology. There is no restriction on the specific journals in which the publication appears, only that the journal be refereed and that the publication concerns a topic of relevance to the field of Industrial and Organizational Psychology. Only publications with a 1997 publication date will be considered.

The author(s) of the best publication is (are) awarded a plaque and a \$1,000 cash prize (to be split in the case of multiple authors).

Criteria for Evaluation of Publications

Publications will be evaluated in terms of the following criteria:

1. The degree to which the research addresses a phenomenon that is of significance to the field of Industrial and Organizational Psychology.

2. The potential impact or significance of the publication to the field of I-O Psychology.

3. The degree to which the research displays technical adequacy, including issues of internal validity, external validity, appropriate methodology, appropriate statistical analysis, comprehensiveness of review (if the publication is a literature review), and so forth.

Guidelines for Submission of Publications

1. Publications may be submitted by any member of the Society for Industrial and Organizational Psychology, the American Psychological Society, the American Psychological Association or by any person who is sponsored by a member of one of these organizations. Self- and Other nominations are welcome. This year, the Owens Award subcommittee will also gen-

erate nominations. Those evaluating the publications will be blind to the source of the nomination.

2. Publications having multiple authors are acceptable.
3. Ten copies of each publication should be submitted.
4. Publications must be received by September 15, 1998.

Administrative Procedures

1. Publications will be reviewed by a subcommittee of the Awards Committee of the Society for Industrial and Organizational Psychology, consisting of at least six members.
2. The Awards Committee will make a recommendation to the Executive Committee of the Society for Industrial and Organizational Psychology about the award winning publication and, if appropriate, a publication deserving honorable mention status.
3. The Executive Committee may either endorse or reject the recommendation of the Awards Committee, but may not substitute a nominee of its own.
4. In the absence of a publication that is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

M. Scott Myers Award for Applied Research in the Workplace

In recognition of a project or product representing an outstanding example of the practice of Industrial and Organizational Psychology in the workplace.

This annual award, honoring M. Scott Myers, will be given to an individual practitioner or team of practitioners who have developed and conducted/applied a *specific* project or product representing an example of outstanding practice of I-O Psychology in the workplace (i.e., business, industry, government). Projects must have been conducted in the workplace within the last 40 years and cover a time period of no more than 8 years. Products (e.g., tests, questionnaires, videos, software, but *not* books or articles) must be used in the workplace and developed within the last 40 years. Projects or products may be in any area of I-O Psychology (e.g., compensation, employee relations, equal employment opportunity, human factors, job analysis, job design, organizational development, organizational behavior, position classification, safety, selection, training).

The award recipient(s) will receive a plaque commemorating the achievement, a cash prize of \$1,000, and an invitation to make a presentation at SIOP's Annual Conference. (Team awards will be shared among the members of the team.)

Criteria for Evaluation of Projects or Products

Nominations will be evaluated on the extent to which they:

1. Have a sound technical/scientific basis.
2. Advance objectives of clients/users.
3. Promote full use of human potential.
4. Comply with applicable psychological, legal, and ethical standards.
5. Improve the acceptance of I-O Psychology in the workplace.
6. Show innovation and excellence.

Guidelines for Submission of Projects or Products

1. Nominations may be submitted by any member of the SIOP. Self-nominations are welcome.
2. Individuals or teams may be nominated. Each individual nominee must be a current member of SIOP. If a team is nominated, at least one of the team members must be a current member of SIOP, and each team member must have made a significant contribution to the project or product. No one person may be nominated (as an individual and/or team member) for more than one project or product in any given year.
3. Each nomination package must contain the following information:
 - (a) A letter of nomination which explains how the project or product meets the six evaluation criteria above.
 - (b) A technical report which describes the project or product in detail. This may be an existing report.
 - (c) A description of any formal complaints of a legal or ethical nature which have been made regarding the project or product.
 - (d) A list of three client references who may be contacted by the Awards committee regarding the project or product.
 - (e) (Optional) Any other documentation which may be helpful in evaluating the nomination (e.g., a sample of the product, technical manuals, independent evaluations).
4. Five copies of all nomination materials should be submitted. The Awards Committee will maintain the confidentiality of secure materials.

Administrative Procedures

1. Nomination materials will be reviewed by a subcommittee of the SIOP Awards Committee, consisting of at least three members, all of whom work primarily as I-O practitioners.
2. The Awards Committee will make a recommendation to the SIOP Executive Committee about the award-winning project or product.
3. The Executive Committee may either accept or reject the recommendation of the Awards Committee, but may not substitute a nominee of its own.

4. In the absence of a nominee that is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

Past SIOP Award Recipients

Listed below are past SIOP award recipients as well as SIOP members who have received APA, APF, or APS awards.

Distinguished Professional Contributions Award

1977	Douglas W. Bray	1988	Herbert H. Meyer
1978	Melvin Sorcher	1989	William C. Byham
1979	Award withheld	1990	P. Richard Jeanneret
1980	Award withheld	1991	Charles H. Lawshe
1981	Carl F. Frost	1992	Gerald V. Barrett
1982	John Flanagan	1993	Award withheld
1983	Edwin Fleishman	1994	Patricia J. Dyer
1984	Mary L. Tenopir	1995	Allen I. Kraut
1985	Delmar L. Landen	1996	Erich Prien
1986	Paul W. Thayer	1997	John Hinrichs
1987	Paul Sparks	1998	Gary P. Latham

Distinguished Scientific Contributions Award

1983	William A. Owens	1992	J. Richard Hackman
1984	Patricia C. Smith	1993	Edwin A. Locke
1985	Marvin D. Dunnette	1994	Bernard M. Bass
1986	Ernest J. McCormick	1995	Frank Schmidt & John Hunter
1987	Robert M. Guion	1996	Fred Fiedler
1988	Raymond A. Katzell	1997	Charles Hulin
1989	Lynman W. Porter	1998	Terence R. Mitchell & Victor H. Vroom
1990	Edward J. Lawler III		
1991	John P. Campbell		

Distinguished Service Contributions Award

1989	Richard J. Campbell & Mildred E. Katzell	1993	Robert M. Guion
1990	Paul W. Thayer	1994	Ann Howard
1991	Mary L. Tenopir	1995	Milton D. Hakel
1992	Irwin L. Goldstein	1996	Sheldon Zedeck
		1997	Ronald Johnson
		1998	Neal Schmitt

Ernest J. McCormick Award for Distinguished Early Career Contributions

1992	John R. Hollenbeck	1996	Joseph Martocchio
1993	Raymond A. Noe	1997	Stephen Gilliland
1994	Cheri Ostroff	1998	Deniz S. Ones & Chockalingam Viswesvaran
1995	Timothy Judge		

William A. Owens Scholarly Achievement Award

1998	Avraham N. Kluger and Angelo S. DeNisi
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M. Scott Myers Award for Applied Research in the Workplace

1998	Frank L. Landy, James L. Farr Edwin Fleishman, Robert J. Vance
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Edwin E. Ghiselli Award for Research Design

1984	Max Bazerman & Henry Farber	1991	Award withheld
1985	Gary Johns	1992	Julie Olson & Peter Carnevale
1986	Craig Russell & Mary Van Sell	1993	Elizabeth Weldon & Karen Jehn
1987	Sandra L. Kirmeyer	1994	Linda Simon & Thomas Lokar
1988	Award withheld	1995	Award withheld
1989	Kathy Hanisch & Charles Hulin	1996	Award withheld
1990	Award withheld	1997	Kathy Hanisch, Charles Hulin, & Steven Seitz
		1998	David Chan

S. Rains Wallace Dissertation Research Award

1970	Robert Pritchard	1985	Loriann Roberson
1971	Michael Wood	1986	Award withheld
1972	William H. Mobley	1987	Collette Frayne
1973	Phillip W. Yettton	1988	Sandra J. Wayne
1974	Thomas Cochran	1989	Leigh L. Thompson
1975	John Langdale	1990	Award withheld
1976	Denis Umstot	1991	Rodney A. McCloy
1977	William A. Schiemann	1992	Elizabeth W. Morrison
1978	Joanne Martin & Marilyn Morgan	1993	Deborah F. Crown
1979	Stephen A. Stumpf	1994	Deniz S. Ones
1980	Marino S. Basadur	1995	Chockalingam Viswesvaran

1981 Award withheld
1982 Kenneth Pearlman
1983 Michael Campion

Best Student Poster at SIOP

1993 Susan I. Bachman
Amy B. Gross
Steffanie L. Wilk
1994 Lisa Finkelstein

1996 Steffanie Wilk & Daniel
Cable
1997 Tammy Allen
1984 Jill Graham
1998 David W Dorsey & Paul
E. Tesluk

1995 Joann Speer-Sorra
1996 Frederick Oswald
1997 Syed Saad & Paul Sackett
1998 Frederick P. Morgeson &
Michael A. Campion

Robert J. Wherry Award for the Best Paper at the I-O/OB Conference

1980-82 Missing
1983 Maureen Ambrose
1984-87 Missing
1988 Christopher Reilly
1989 Andrea Eddy
Lynda Aiman-Smith
1990 Amy Shwartz,
Wayne Hall
Jennifer Martineau
1991 Paul Van Katwyk
1992 Sarah Moore-Hirschl
1993 Daniel Skarlicki
1994 Talya Bauer
1995 Mary Ann Hannigan
Robert Sinclair
1996 Adam Stetzer &
David Hofmann
1997 Scott Behson & Edward
P. Zuber, III

SIOP Members who have Received APA Awards

Award for Distinguished Contributions to Education in Psychology

1973 James B. Maas

Award for Distinguished Professional Contributions

1976 John C. Flanagan
1980 Douglas W. Bray
1989 Florence Kaslow
1991 Joseph D. Matarazzo
1992 Harry Levinson

Award for Distinguished Scientific Contributions to Psychology

1957 Carl I. Hovland
1972 Edwin E. Ghiselli

Award for Distinguished Scientific Contribution for the Applications of Psychology

1980 Edwin A. Fleishman
1983 Donald E. Super
1987 Robert Glaser
1994 John E. Hunter & Frank Schmidt

Award for Distinguished Early Career Contributions to Psychology

1989 Ruth Kanfer
1994 Cheri Ostroff

SIOP Members who have Received APF Awards

Gold Medal Award for Life Achievement in the Application of Psychology

1986 Kenneth E. Clark
1988 Morris S. Viteles
1991 Douglas W. Bray
1993 John C. Flanagan
1994 Charles H. Lawshe

SIOP Members who have Received APS Awards

James McKeen Cattell Fellow Award

1993 Edwin A. Fleishman
Robert Glaser
Donald E. Super

1999 SIOP Conference
will be held at the
Atlanta Marriott Marquis
Friday April 30 to Sunday May 2

Secretary's Report

Bill Macey

The Spring meeting of SIOP's Executive Committee and Committee Chairs was held April 26, 1998, immediately following the Society Conference. Some highlights of the topics discussed and the resulting decisions include:

There was considerable discussion regarding the need to more formally evaluate Conference activities. As attendance at the annual business meeting is typically limited, there is the need to develop a feedback mechanism for gathering input from the membership.

The Society remains in financial good health. Jeff McHenry is working on a proposal to change the fiscal year as the timing of the annual conference creates challenges with timely financial reporting.

The Long Range Planning Committee was charged with exploring opportunities and challenges in the Society sponsoring *pro bono* activities.

Irv Goldstein reported that the Foundation Committee is making significant progress in developing communication strategies to inform members of available opportunities. The Executive Committee voted to donate \$100,000 to the SIOP foundation.

The Executive Committee voted to reauthorize the Professional Practice Committee as required by the Society Bylaws.

Discussion continued regarding the strategic planning initiatives that had been developed at the Winter Executive Committee meeting (see Kevin Murphy's comments on the strategic planning initiatives in the April *TIP*). Katherine Klein will chair an ad hoc committee commissioned to address public policy initiatives. The Executive Committee discussed at length issues regarding visibility of the profession and the Society.

The Executive Committee voted to make the position of Society Historian permanent pending appropriate approval of the membership of the required change to the Society Bylaws.

As always, if you have a question or comment, please don't hesitate to contact me directly (847-640-8820; email: wmacey@pra-inc.com).

Proposed Bylaws Amendments

Bill Macey, Secretary

The Executive Committee has recommended that a number of amendments to the Bylaws be enacted to reflect changes in the governance and operations of the Society. Each of these proposed changes is detailed below. For convenience, both old and new language is indicated. Language to be deleted is indicated by strikethrough characters and new language is underlined.

SIOP Bylaws call for an announcement of proposed changes at least two months prior to the actual voting (See Article IX, "Amendments"). Voting on the proposed changes will take place in the Fall of 1998. Mail ballots will be sent to all Society Members. A majority vote of those voting by mail are required to adopt any amendments.

Amendment 1: ARTICLE VI: MEETINGS

1. A business meeting of the Society ~~shall~~ may take place in conjunction with the Society's annual conference as determined by the Executive Committee.

Rationale: Attendance at business meetings has dwindled to such a degree that it has become impractical to meet the requirements for a quorum to conduct business. Nonetheless, it is necessary to retain the possibility of calling a business meeting should the need arise.

Amendment 2: ARTICLE VII: COMMITTEES

Note: Amendments 2 and 3 both deal with Article VII: Committees. This paragraph contains changes for both amendments.

1. The standing committees of the Society shall consist of the following: Fellowship, Membership, Election, Program, Scientific Affairs, Professional Practice, Education and Training, Newsletter, Continuing Education and Workshop, Committee on Committees, Long Range Planning, State Affairs, Awards, Frontiers Series, Practice Series, and Society Conference, Historian, and Foundation. In addition, ad hoc committees may be established by vote of the Society Members or by the Executive Committee to perform tasks of a brief or temporary nature.

19. The Historian shall be responsible for the maintenance of the Society archives and conducting such activities as are necessary to capture, document and/or preserve the record of Society business transactions, activities, functions and events.

Rationale: The Executive Committee created the ad-hoc the position of Historian two years ago. The Executive Committee voted to continue this position on April 26, 1998. As with other committees, the Historian Committee will be subject to sunset review every 5 years.

Amendment 3: ARTICLE VII: COMMITTEES

20. The Foundation Committee shall be responsible for fund raising activities to support the scientific, professional, and educational activities of SIOP. The membership criteria and terms of office of the chair and members of the committee are specified in the Code of Regulations of the Society for Industrial and Organizational Psychology Foundation.

Rationale: The Foundation was begun as an ad hoc committee in 1996. Given the funds it manages on a continuing basis, it should now become a standing committee.

(The changes establishing the Historian and the Foundation Committees require a re-ordering of paragraph numbers in the Bylaws. Existing Paragraphs VII. 19 and 20 will be renumbered as Paragraphs 21 and 22).

Amendment 4: ARTICLE XI: FISCAL YEAR

The fiscal year of the Society shall end on ~~April~~ June 30.

Rationale: February through May are the busiest times of the financial year for the Society. We receive conference and workshop registration fees from January up through the Conference, and incur most of our Conference expenses during the month prior to the Conference and the two weeks immediately following the Conference. Because the Conference is sometimes held in April and sometimes in May, year-to-year financial comparisons are extremely difficult when the fiscal year ends April 30. Shifting the fiscal year end to June 30 will make year-to-year comparisons more straightforward.

The SIOP/TIP Web sites have changed. Find us now at:

<http://www.siop.org>

APA Council of Representatives: February Report

Wayne J. Camara

State of APA

Membership actually declined slightly in the past year as the effects of ending several free dues initiatives. APA had undertaken a few special recruitment efforts which granted free dues for a year to new members. However, it appears that the majority of individuals who join under free dues promotions do not pay dues when the free membership period ends. These promotions end up costing the association substantially and are not economically viable as a recruitment strategy.

On the other side of the coin, retired psychologists entitled to dues exemptions are increasing annually. Each year, there are proportionally fewer members supporting services for proportionately more retired members who do not pay dues. APA officials appear to believe that the current offer of complete exemption of dues for retired members will simply have to be changed in the next few years to prevent substantial dues increases.

In addition, individual and institutional journal subscriptions are down in 1997. Lower dues (although they only account for 16% of APA revenues) and stable journal revenues seem to suggest that the Council may be asked to approve a dues increase again for 1999. If you recall, APA went 5 years with no dues increase, but raised dues \$20 last year. Many Council members are very concerned about a second dues increase and its effects on their members. APA could not estimate the effects of a second consecutive dues increase on membership because APA has never increased dues substantially (over \$5) on two consecutive years—but the effects would not be good.

Committee and board expenses continue to increase (over \$2 million) and it appears that staffing and expenses are increasing rapidly in comparison to other non-revenue producing programs. A second APA building, called 10G Place is almost completed and is now 80% leased. Because APA expenses exceed revenues, we have continued to take funds from the building subsidy instead of applying it toward our bonds and interest. We have approved a final 1998 budget that has a \$1.6 million deficit. Out of concern for the future financial prospects of APA, the Council did approve a new action asking the Board of Directors to produce a balanced budget for 1999 with no dues increase and to also provide responsible alternative budgets (that will have deficits and or dues increases). Council would then review the alternative budgets (and their consequences) and approve a budget at their August meeting.

SIOP's Guidelines for Education and Training at the Doctoral Level

The E&T Ph.D. *Guidelines* approved by SIOP have now been submitted to APA for review. New procedures approved by APA require all division

guidelines, principles, and standards to both undergo a legal review by APA counsel and a division review to ensure there are no conflicts in the scope of practice or education and training required. It is likely our guidelines will be formally approved by APA at the August Council meeting.

CRSPPP and I-O as a Specialty

APA established a Commission for the Recognition of Specialties & Proficiencies in Professional Psychology (CRSPPP) to recognize specialties and proficiencies in professional psychology guided by principles, criteria, and procedures approved by Council. In the review process, there is a provision for public comment on each petition for a new specialty or proficiency received by CRSPPP. To date only a few petitions have been received (e.g., clinical, school, geropsychology, and psychoanalytic psychology).

Clinical, Counseling, School, and I-O Psychology each had been previously recognized by APA as practice specialties. As recently as 1995, Council reaffirmed these four specialties—"these specialties first gained de facto recognition through a process of historical evolution." Although recognition of additional specialties and proficiencies should have no direct impact on these original four de facto specialties, there is interest in the part of clinical, counseling, and school to be reconfirmed as specialties by CRSPPP before additional areas are approved. School psychology was approved by Council at the February meeting, but the approval will not take effect until the August meeting of Council, permitting the three remaining specialties to seek approval and be reconfirmed at the same time.

SIOP is now considering if we should submit a petition to CRSPPP for renewal of the specialty of I-O psychology prior to the August Council meeting. If SIOP does not submit a petition, the specialty of I-O will continue to be recognized by APA for another 6 years at which time CRSPPP would conduct a review of I-O. We must consider the benefits of being reconfirmed at the same time that clinical, counseling and school psychology may be reconfirmed. This process is independent of APA accreditation and will not have any impact on I-O graduate training programs.

Other Actions

The new Executive Director of Science, Richard McCarty (formerly of UVA) has proposed psychology launch a "Decade of Behavior" initiative, paralleling the successful "Decade of the Brain." The science directorate would work with academic departments and other scientific and behavioral organizations to emphasize the behavioral component in many of our national problems and raise consciousness (and possibly funding and attention) to psychological science. Strategic planning is underway on actual activities.

Council passed numerous guidelines—child protection, evaluation of dementia, immigrant children.

There is an ethics task force working to revise the Ethical Principles—with an expected completed date of 2003.

Many requests from APA committees to establish special task forces were pared back. Instead, committees are given funds to invite APA members with expertise in the particular issue to committee meeting over the next year. This strategy reduces the funding and hopefully prevents the cycle of task forces never ending and eventually becoming committees in the APA governance system.

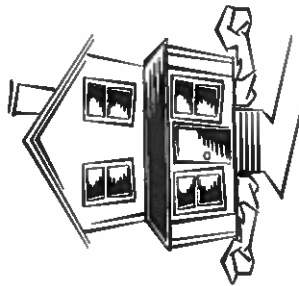
APA approved \$2,000 for an International Humanitarian Award

Alternative prototypes for the APA Monitor were discussed. The current Monitor's printing process is outdated and costly. Magazine prototypes were proposed.

The next meeting of the APA Council of Representatives will be in August at the Convention in San Francisco.

If SIOP members have any particular concerns about any of these APA issues or other APA related issues, please contact one of your SIOP Council Representatives—Angelo DeNisi, Wayne Camara, and Georgia Chao.

FIND A NEW HOME?



Stay on top of *TIP* and all other SIOP mailings.

Send address changes to :

SIOP Administrative Office

PO Box 87

745 Haskins Road, Suite D

Bowling Green OH 43402-0087

FAX: (419) 352-2645

LHAKEL@SIOP.BGSU.EDU

Report on the Thirteenth Annual Industrial-Organizational Psychology Doctoral Consortium

Steven G. Rogelberg
Bowling Green State University

Lyse Wells
Rockwell Semiconductor Systems

The Thirteenth Annual I-O Doctoral Consortium was held on Thursday, April 23, 1998, preceding the SIOP Annual Conference in Dallas. It was our pleasure to host 40 advanced students from 37 different programs. The students met their peers from other programs and received helpful advice from speakers who represented all of the possible professional avenues available within I-O psychology. Similar to last year's group, about two-thirds of the attendees this year were from psychology programs and the rest were from business or management programs.

Our day began at 8 a.m. and ended at 4:30 p.m. First, Jim Breugh provided us with sage advice and vision. Next, Ann Marie Ryan taught us her secrets for effectively integrating research with practice. Concurrently, Stephen Gilliland presented new directions and led a very interactive discussion on the theoretical advances and empirical needs in the organizational justice (injustice) arena. Our biggest surprise of the day occurred during lunch. Not only did John Hollenbeck provide great insight into the publication process at *Personnel Psychology*, but also gave each graduate student an "I promise to publish your dissertation" IOU card (yeah right). After lunch, Jerry Kehoe and Joan Brannick shared a wealth of experiences and insights into the world of internal and external consulting, respectively. Finally, the day ended with a question-and-answer session designed to address the students' interests and concerns regarding professional development in I-O psychology.

Overall, not only were the attendees able to get insights about the future of I-O from prominent figures in the field, but they were also able to make new professional contacts and develop new friendships (we ate very well too). Finally, we would like to thank all of the presenters who graciously volunteered their time, insights, and energy to make this year's consortium a success. We also want to thank Katherine Klein, Debbie Major and Lee Hakel for their help throughout the planning process.

E & T Liaison Efforts

Debra A. Major
Education and Training Committee Chair

SIOP's Education and Training sub-committee is increasing its efforts to assist SIOP members in their continuous learning and skill development endeavors. Because our field is something of a hybrid that cuts across numerous content areas, various professional associations have interests that are compatible with ours as both practitioners and scientists. Roya Ayman is the E & T committee member who has graciously agreed to serve as an informational resource regarding the activities and events of professional organizations with linkages to SIOP interests. She will also serve as a liaison by helping to inform relevant professional groups about the field of I-O psychology. Please read on to learn more about Roya's efforts and how you can become involved.

Roya Ayman
Education and Training Liaison

Greetings! In response to a request from the E & T Committee, I have agreed to assist in informing the membership of various professional development opportunities. I welcome any input SIOP members have regarding professional groups and associations with relevant interests. In *TIP*, we will try to provide basic information on a variety of groups and keep you informed of upcoming events. We encourage everyone to help us expand the announcements to include various relevant specialties. If you know of an organization or an event that may be of interest to other SIOP members either directly inform *TIP*, or you may send me the information via email at ayman@charlie.cns.it.edu.

In this segment, I'd like to highlight some professional organizations likely to be of interest to SIOP members. In some cases, you must be a member of the association or group to participate in its activities. Often times, however, events have nonmember fees. In some areas, local groups or chapters exist that provide easy access for building networks and keeping one updated. If the organization has local chapters, I have indicated that below. I suggest contacting the local chapter for information on events happening in your area.

1. *Academy of Management*. This association is familiar to most of the SIOP members. It is a great organization that has various divisions and interest groups. It has regional and national associations with annual meetings. Almost every division of Academy of Management is related to some aspect of I-O psychology (e.g., Organizational Behavior, Human Resources, Research Methods, Women in Management, Conflict Resolution, International Management). The Academy also has industry specific divisions, such as Hospital Administration. As a member one receives three periodicals: *Academy of Management Journal*, *Academy of Management Review*, and the *Ex-*

ective. You can find the Academy of Management on the web at <http://www.aom.pace.edu>.

2. *American Society of Training and Development (ASTD)*. This group has international, national, regional, and local chapters. Its main focus is in the area of training and change management. ASTD offers publications and periodicals to assist practitioners in their work. A subscription to *Training and Development* is provided to members. ASTD is on the web at <http://www.astd.org/>. They can also be reached by fax at (703) 683-1523 or by mail: American Society for Training and Development, 1640 King Street, Box 1443, Alexandria, VA 22313-9833.

3. *Society of Human Resource Management (SHRM)*. This society's purpose is to fund and support research, publications, and educational programs that help HR professionals and their employers prepare for the future. The foundation's goal is to continuously improve standards of practice and performance in the HR profession and to help HR leaders stay current with the latest developments and trends. You can find SHRM on the web at <http://www.shrm.org/>. Their fax number is (703) 836-0367. The mailing address is: P.O. Box 79482, Baltimore, MD, 21279-0482.

4. *Society for Intercultural Education, Training and Research (SETAR)*. This is an international interdisciplinary professional and service organization whose purpose is to implement and promote cooperative interactions and effective communication among peoples of diverse cultures, races, and ethnic groups. Its objective is to encourage the development and application of knowledge, values and skills which enable effective intercultural, international and interethnic relations to take place at the individual, group, organizational, and community levels. Membership benefits include receiving *Com-munique* (a quarterly newsletter), *The International Journal of Intercultural Relations*, SETAR international membership directory, and the SETAR international intercultural specialist and consultant referral directory. Their web site is <http://aspin.asu.edu/~SETAR/info/index.html>. Their fax number is (202) 216-9646. Mailing address is: 1444 I Street NW, Suite 700, Washington, DC 20005.

5. *International Association of Applied Psychology (IAAP)*. The oldest international association of psychologists, IAAP has 13 divisions. The ones most relevant to I-O psychology are probably Organizational Psychology (Div.1) and Psychological Assessment (Div.2). IAAP has a meeting every 4 years. This year the conference will be held in San Francisco immediately before the American Psychological Association meeting. These meetings are great opportunities to meet colleagues from around the world and to become acquainted with international I-O scholars. The benefit of the membership include receiving biannual newsletters and the quarterly journal, *Applied Psychology: An International Review*. For membership information please contact Dr. Martin M. Chemers at mchemers@zzzx.ucsc.edu.

6. *Human Resources Management Association of Chicago (HRMAC)*. This is a local association for HR practitioners in the Chicago area. They

have special interest groups and regular meetings. You can become an individual member or your organization can get institutional membership. This is a good association for local networking. It is a good way to become more aware of corporate needs and concerns. Contact: HRMAC, 140 S. Dearborn Ste. 812, Chicago, IL 60603-5205, fax: (312) 332-0149.

7. *Chicago Industrial Organizational Psychologists (CIOP)*. This is another local association for I-O psychologists that has a regular newsletter, *Scientist Practitioner*. CIOP organizes meetings that provide both good networking opportunities and educational programs. Contact: Ron Halverson, Ph.D. at Halverson Consulting (773) 278-8229.

*Provide resources to help future leaders
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The SIOP Foundation has been established as a fund of the Dayton Foundation. Because the Dayton Foundation is a 501(c) 3 organization, all contributions made to SIOP via the Dayton Foundation are fully tax deductible.

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A Continued Tradition: The 19th Annual IO/OB Graduate Student Conference

Celia W. Chandler
California School of Professional Psychology-San Diego

The I-O graduate students from the California School of Professional Psychology (CSPP)-San Diego had the honor of hosting the 19th Annual Industrial Organizational/Organizational Behavior (IO/OB) Graduate Student Conference. Despite the atypical weather in San Diego, the conference was a great success and carried on the tradition of IO/OB Graduate Student Conference excellence.

The IO/OB Graduate Student Conference is a national meeting for graduate students enrolled in Industrial-Organizational Psychology, Organizational Behavior, and Human Resource Management programs. The conference primarily consists of student paper presentations and keynote addresses, workshops, and panels led by professionals in the field. In addition, the conference provides graduate students a great opportunity to meet each other and collaborate on current research.

The 1998 IO/OB Conference aimed to provide attendees with new perspectives in the field of I-O Psychology. The conference theme, *Bridging Boundaries: Excellence in Diverse and Dynamic Organizations*, was intended to exemplify how organizations are becoming increasingly diverse. By covering topics related to this theme, the conference encouraged new ways of applying theory and experience to help students understand and address the challenges of organizations in a diversified workforce.

We were proud to have a diverse line-up of keynote speakers attend this year. Ann Howard (Development Dimensions International) got the conference off to a great start with her keynote address, "The Changing Nature of Work." Accompanied by an impressive multimedia presentation, Dr. Howard outlined how organizations need to change to meet the challenges of the 21st Century. On Saturday, Walter Borman (University of South Florida) enlightened students with his presentation, "Citizen Performance: Its Nature, Antecedents, and Measurement" at the keynote luncheon. Dr. Borman presented his new taxonomy of citizenship performance and described an innovative rating instrument to estimate citizen behavior. Closing the conference was a thought provoking keynote presentation by Russell Cropanzano (Colorado State University). In his presentation, "Looking Backwards at the 21st Century," Dr. Cropanzano discussed how future I-O Psychologists can better understand how to confront our changing future by looking backwards at our history.

In addition to the keynotes, on Saturday morning a series of workshops addressed a wide variety of topics. Keith Hattrup (San Diego State University) and Matthew O'Connell (Select International) gave a team presentation of their research-practitioner model of personnel selection. In their

workshop, "Bridging the Science and Practice of Personnel Selection: From Theory to Practice and Back," Dr. Hatrup and Dr. O'Connell described some of their recent theory-based research on the conceptualization and prediction of job performance. Karen May (Terranova Consulting Group) presented a workshop, "Career Development and Learning." Dr. May instructed students on how they can realize successful career development through the application of knowledge and continuous learning. Placida Gallegos (Kaleel Jamison Consulting Group) discussed how our identities impact our profession in her workshop, "Self as an Instrument in Consulting Practice."

Saturday afternoon we had two panel discussions. Leanne Atwater (Arizona State University-West), Jeanette Cleveland (Colorado State University), Steve Dockstader (Productivity Management Systems) and Delbert Nebeker (CSPP-San Diego) discussed performance appraisal. The speakers presented their research in the area and proposed their arguments on how performance appraisal should be conducted. The other panel discussion, "Bringing All of Ourselves to Work: Professional Development for a Diverse Workplace," featured Bernardo Ferdman (CSPP-San Diego), Barbara Gutek (University of Arizona), Mark Maier (Chapman University), and Kecia Thomas (University of Georgia) sharing their experiences and ideas about the links between diversity and effectiveness in the workplace.

Finally, the afternoon included some friendly competition; a game of IO/OB Jeopardy. The team of students from Wright State University and Penn State University were this year's champions. Awards were also given to the winners of the best IO/OB papers. Dana Milanovich of University of Central Florida won SIOP's Wherry Award for the best I-O paper and will present her paper at next year's SIOP Conference. Brian O'Leary of Tulane University won the Porter Award for the best OB paper sponsored by the OB Division of the Academy of Management.

We had expected that the good weather typical of San Diego would be a special treat for conference attendees, however, El Nino decided to drop in and it rained throughout the weekend! This was unfortunate because we had to cancel many outdoor entertainment activities. Nonetheless, graduate students still found ample opportunity for socializing. Friday night we had a wine and cheese reception accompanied by music from a swing band and Saturday night we toured many of the local nightclubs. The conference provided many chances for those in attendance to learn, present research, meet new colleagues, and even have a little fun in the process.

The IO/OB Conference continues to be a great success. A conference dedicated to graduate students in the I-O field is a great experience for hosts and attendees alike. We thank our guest speakers and all of the student presenters and attendees for contributing to the conference. We encourage SIOP student members to join George Mason University next year as they host the 20th Annual IO/OB Conference.

Proposal Under Review to Reconstitute the National Commission on Testing and Public Policy

Heather Roberts-Fox
APA Science Directorate

A little known proposal is currently under review by a number of foundations that could have a major impact on the future of testing in the United States. RAND Corporation's Institute on Education and Training ("RAND") and Boston College's School of Education Center for the Study of Testing Evaluation and Educational Policy ("CSTEPEP") submitted a proposal in late 1997 to reconstitute the National Commission on Testing and Public Policy.

"Never heard of it," you might shrug, and "Why should I care?" I can picture the blank look on your face—I shared it until very recently. A bit of background follows.

The National Commission on Testing and Public Policy (NCTPP) was formed in 1987 as an interdisciplinary body composed of individuals with expertise, interest, and experience in a wide variety of fields—education, business, labor, law, assessment and measurement, and manpower development and training (a prominent member of the Commission at the time was none other than Arkansas Governor Bill Clinton). The Commission's mandate was: (a) to investigate trends, practices, and impacts of the use of standardized test instruments and other forms of assessment in schools, the workplace, and the military; and (b) to recommend improvements in testing that would promote the identification and nurturing of talent, especially among racial, ethnic, and linguistic minorities. Over a 3-year period, the Commission held hearings, heard presentations from a range of experts, and invited and reviewed over 50 papers. On May 23, 1990, the NCTPP released its 3-year study, *From Gatekeeper to Gateway: Transforming Testing in America*. The study, which was funded by the Ford Foundation and administered through Boston College, details the Commission's 3-year examination of the role that testing plays in education and the workplace. The study's guiding recommendation was that testing policies and practices should be restructured to help people develop their talents and to help institutions become more productive, just, and accountable.

One conclusion, in particular, reached by the members of NCTPP elicited concern from many administrators of large scale testing programs. The report read, "The lack of an audit or regulatory agency, the absence of mechanisms to interpret and enforce existing professional test standards uniformly, and the limitations of court challenges mean that the industry that develops the products used to regulate access to opportunities, and to hold individuals and institutions accountable, is itself largely unregulated and unaccountable. Government-sponsored testing in our society is too important, and the consequences to test takers too serious, to exempt the testing industry from thorough independent review, regulation, and accountability" (NCTPP, 1990,

p.22). To remedy this, the Commission called for "the development of additional institutional means to examine the quality of tests and assessment instruments and to provide oversight of test use" (p.13).

The current proposal endorses the recommendations from the Commission and proposes to implement them by establishing an independent body to monitor testing. Specifically, the proposal requests that the Ford Foundation, in conjunction with other major foundations concerned with issues of equity around standards and test-based educational reform, reconstitute the NCTPP as an independent, institutional oversight agency that will review testing programs and catalyze close consideration of the diverse uses of testing. They are also proposing that the reconstituted Commission become a permanent institutional entity. The proposal asserts that they "do not see the reconstituted NCTPP regulating, accrediting, or licensing testing" (p.12, emphasis in original). Rather, the proposal indicates they will monitor, evaluate, and document aspects of national, state, and local testing programs. They suggest that cases may be selected for review based on (a) the number of people affected, (b) the stakes associated with test use, (c) the vulnerability of groups affected, and (d) the new and cutting edge nature of the testing programs. Given that the Ford Foundation previously sponsored the NCTPP activities, and partially funds Boston College's CSTEPP program, there is a strong likelihood that the new proposal will be funded. However, no decision had been reached at the time this article went to press. [Editor's note: Author has learned that the proposal will be funded by the Ford Foundation no later than September 1, 1998.]

It is important for SIOP members to note that the emphasis of the current proposal is on educational testing. Although the previous Commission included testing in the workplace and the military in their study, the proposed structure appears only to cover high-stakes educational tests that are for the most part publicly sponsored. There is no indication in this proposal that the Commission will seek to evaluate testing in the employment setting with the start-up funds from the foundation. However, APA will continue to monitor the status of this project and will keep SIOP members informed.

A Letter from the Editor and Associate Editor of Personnel Psychology

John R. Hollenbeck
Michigan State University

and

James W. Smither
LaSalle University

We are writing to announce the further evolution of *Personnel Psychology*. Four years ago, Richard Campbell, Mike Campion, and Milt Hakel launched "Innovations in Research-Based Practice." Under Richard's distinguished leadership, this section has presented brief reports, grounded in research, concerning the practice of applied psychology. The section has been successful in helping *Personnel Psychology* focus greater attention on issues that concern practitioners.

As Richard's term as Editor was coming to its end, and well before his untimely death, Milt spoke with Richard and other friends and supporters of *Personnel Psychology*. Based on these conversations, Milt and Richard agreed that it is time to think about how this section should evolve to better address the concerns of practitioners who are confronted with day-to-day issues and decisions for which empirical research does not always provide direct answers. There was also a hope that this special section of the journal could help stimulate more empirical research in the main section of the journal on topics that have not been traditionally pursued by academically based programs of research.

Currently, practitioners appear to have two broad approaches to access and provide useful information. One approach is to read or submit to research journals such as *Personnel Psychology*, *Journal of Applied Psychology*, *Academy of Management Journal*, and many others. Unfortunately, these sources do not always address the concerns of practitioners and the implications for practice of apparently relevant research are not always straightforward. A second approach involves reading or submitting to practitioner-focused magazines. Unfortunately, the quality control in some of these sources is uneven at best, and authors are unlikely to get the type of critical, peer-review feedback that is often instrumental in sharpening and improving their ideas.

We believe *Personnel Psychology* is well positioned to address this gap between science and practice. Most of the practitioners we know see themselves as scientists-practitioners, and hence value critical analysis and peer review. They want to provide state-of-the-art solutions that solve problems and create competitive advantage for their organizations. We want this section of our journal to evolve to meet their concerns, while at the same time stimulating research ideas for the main section of the journal.

Beginning in our next issue, this section will be entitled the "Scientist-Practitioner Forum." This new title signals a new direction for the section. The ideas that we describe below were formed during conversations with a number of our colleagues. We hope that the "Scientist-Practitioner Forum" will sharpen our focus on practitioner concerns while broadening the range of topics and formats we present.

The goal of the "Scientist-Practitioner Forum" is to offer solutions, insights, lessons learned, guidelines, tools, and methods for addressing the problems and issues that confront practitioners. Unlike magazines or newsletters (that may sometimes address similar concerns), all decisions will be made via a rigorous peer review process with very high standards to ensure that all material reflects state-of-the-art thinking and practice. We feel strongly that this section of the journal should not be merely a more applied, less theoretical, shorter, or "second-tier" version of the "main" section.

Personnel Psychology: Core Values

- High Standards
- Critical Analysis
- Editorial Review by Peers

Research Articles

- Applied research
- "How can knowledge be advanced via theory and empirical research?"
- Presents results of empirical research and literature reviews
- Scientific method, emphasis on measurement and validity of inferences

The Scientist-Practitioner Forum

- Contemporary issues in practice
- "What are the problems practitioners face in applying research and theory in the real world?"
- Presents solutions, insights, tools, and methods for addressing problems faced by practitioners
- Case studies, applied research, problem-driven reviews with prescriptions for practice, point-counterpoint, Q&As, benchmarking/best practices, interviews with peer-designated experts
- Multiple formats
- Invited as well as traditional submissions
- Authors have a strong practitioner focus

- Grounded in the scientific and historical literature on a given topic
- Grounded in contemporary problems facing practitioners on a day-to-day basis

What Would a Submission to the "Scientist-Practitioner Forum" Look Like?

Articles can address virtually any topic that concerns practitioners. Although we do not want to prematurely constrain the possible topics or forms that submissions might take, a few examples may be helpful. A practitioner could submit a paper that:

- describes a novel, practical application that solves a business problem—where the application is clearly grounded in established theory and research, even though research data concerning the efficacy of the specific application may not be available.
- describes how they are complying or otherwise coping with evolving legal, regulatory, or professional standards.
- tackles implementation issues too often ignored by researchers.
- offers a thoughtful analysis and critique of emerging trends and their implications for practice (e.g., competency models, performance "management," learning organizations, leading by values). This would help other practitioners identify those trends that are merely fads versus those that offer real value to practitioners.
- presents an interview with leading "practice experts" to paint a picture of emerging trends. This would be similar to benchmarking best practices.
- presents a point/counterpoint to provide contrasting opinions and foster thoughtful debate about controversial approaches and issues in practice
- presents a brief, practitioner-oriented review that summarizes "best practices" in a specific area. This would not be a review such as those found in *Academy of Management Review* or *Psychological Bulletin*. Instead, it would address an area of practice (e.g., job analysis in team environments) and draw on research, theory, and practice to develop and summarize state-of-the-art solutions.
- presents a brief report of innovative approaches to addressing issues faced by practitioners.

The Process and Criteria for Reviewing Submissions

All submissions to the "Scientist-Practitioner Forum" should be sent to John Hollenbeck. Submissions will then be assigned to reviewers and forwarded to James Smither, the Associate Editor in charge of this section of the journal. Each submission to the "Scientist-Practitioner Forum" will be reviewed initially by two practitioners from *Personnel Psychology's* Editorial Board. The reviewers of each submission will submit their reviews to

Jim, who will then make publication decisions based upon reviewer input and his own evaluation of the submission. In order to facilitate the review process for this new section of the journal, we have expanded the editorial board, and are happy to announce the following additions:

Richard R. Reilly, Assessment Alternatives Inc., and Stevens Institute of Technology

Kenneth Pearlman, Lucent Technologies

Anthony T. Dalessio, Bell Atlantic

Calvin C. Hoffman, Southern California Gas Co.

Nancy T. Tippens, GTE

John R. Hinrichs, JRHinchs, Inc.

The criteria that will be considered when reviewing submissions for the "Scientist-Practitioner Forum" will depend on the nature of the submission (e.g., practitioner-oriented review, novel application, interview, point/coun-terpoint). Following are some criteria that are likely to be relevant:


- Addresses a current problem or dilemma facing practitioners.
- Presents situational context in which problem emerged and solution was developed.
- Describes the alternatives that practitioners may consider in response to such a problem or dilemma.
- Presents the rationale for the alternative selected and implemented.
- Assesses and describes the impact of the alternative that was implemented (e.g., via appropriate methods).
- Presents solutions, tools, insights, prescriptions, lessons learned, or methods that address practitioner concerns.
- Addresses content and process issues (obtaining "buy-in" implementation issues, communicating results, effect on organizational culture).
- Appropriately linked to or draws on conceptual/research literature.
- Leading-edge or innovative approaches and solutions.
- Practice is relevant in multiple contexts (i.e., generalizability).
- Clarity in writing.
- Appropriate qualitative or quantitative data analysis, while limiting lengthy or arcane statistical results/tables.
- Avoids any appearance of selling or promoting a particular consulting firm's product or service (i.e., focuses on issues, not specific products).

How Can We Help?

To help cultivate appropriate submissions, we welcome calls from potential authors to discuss their ideas. Next, we will ask potential authors to submit an outline of the proposed article. We (e.g., the editorial board) will review the outline and provide feedback. This approach will help practitioners know whether it is worth investing the time to further develop their ideas into a formal submission. In sum, although we will employ a rigorous

peer review and revision process, we will strive to create a climate where the development and refinement of ideas is more collaborative. Our hope is that this collaborative approach would inspire contributions from practitioners who might otherwise be reluctant to share their ideas and knowledge in a journal.

We may also invite submissions, for example, by asking authors of promising presentations at professional conferences to further develop their work or inviting I-O practitioner groups to develop a paper. Note that all submissions will go through a rigorous peer review process to ensure they reflect state-of-the-art thinking and practice.



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1998 American Psychological Association Convention Division 14 (SIOP) Program Highlights

Michael J. Burke
Tulane University

This year's APA Division 14 Convention Program in San Francisco will be held from August 14 to August 16 as part of the condensed Focus on Science Program. The Division 14 (SIOP) Program promises to be an exciting program with an international focus. Four invited symposia have been developed with our colleagues in the European Association of Work and Organizational Psychologists (EAWOP). These joint SIOP/EAWOP symposia will contrast European and American approaches to theory, research, and practice as well as cover more specific topics such as person-organization fit and the creation of healthy work environments. In addition, a fifth invited symposia will cover advances in I-O psychology and management research in Australia. A number of individuals, in particular Robert Roe, Jim Farr, Kevin Murphy, and Charmine Härtel contributed to the development of these symposia.

Other program highlights will include an invited address by Bernard Bass on "Current Developments in Transformational Leadership Research and Practice," two co-sponsored (with Division 5) testing sessions entitled "Test Standards Revision Discussion" and "Test-Taker Rights and Responsibilities: Issues and Perspectives," a symposium concerning "Building the Future of Occupational Health Psychology," and a mock ethics hearing on "The Ethical Practice of Psychology in Organizations."

The Division 14 posters for the program will be presented in two large extended poster sessions labeled "Psychology in the Workplace" and "Evaluation, Assessment, Measurement, and Statistics." The posters from other divisions included in the extended poster sessions as well as the complete Focus on Science programming can be found on the Web at: www.apa.org/science/fof.html

Thanks go to members of the APA Program Committee for their efforts in putting together a high quality program: Steve Ashworth, Eric Braverman, Stéphane Brutus, Judy Collins, José Cortina, Jim Farr, Lisa Finkelstein, Erika Hayes, Cheryl Hendrickson, Eugene Johnson, Jack Kennedy, Audrey Korsgaard, Chuck Lance, Ron Landis, Charles McClintock, Mike McDaniell, Debbie Major, Kevin Murphy, Mickey Quiñones, Phil Roth, John Scott, and Paul Testluk. We look forward to seeing you in San Francisco in August!

1998 APA Division 14 (SIOP) Program*

San Francisco, August 14 - 16

Focus on Science Extended Poster Session: Friday, 8:00-11:50

Room: TBA

Psychology in the Workplace (Only Division 14 Posters are Listed Below)

Jerel E. Slaughter, Bowling Green State University, Examining Skill Acquisition During Training Using a Personal Control Framework

Ronald J. Burke, York University, Organizational Restructuring: Identifying Effective Hospital Downsizing Processes; Co-author: Esther R. Greenglass, York University

Anshula Krishna, Vasanta College, Occupational Stress—Performance Relationship When Modified by Copying Strategies

Mark J. Somers, NJ Institute of Technology, Analyzing Voluntary Employee Turnover with Neural Networks

Mark J. Somers, NJ Institute of Technology, A Comparison of Survival and Traditional Turnover Methodologies; Co-author: Louise A. Birnbaum, Rhodes College

Gemma L. Briggs, York University, Coworker Conflict: The Role of Revenge in the Workplace; Co-author: W. C. Struthers, York University

Karen Korabik, University of Guelph, Self Versus Organizational Employment: Loving It or Leaving It; Co-authors: Hazel M. Rosin, York University, Tracy Cocivera, University of Guelph

W. C. Struthers, York University, The Effects of Attributions on the Social Motivation of Coworkers; Co-authors: Deborah Miller, University of Calgary, Gemma L. Briggs, York University

Jeffrey Becker, Motorola/Illinois Institute of Technology, Discrepant Perceptions of Leadership Behavior: Gender, Self-Monitoring, and Leadership Context; Co-authors: Roya Ayman, Illinois Institute of Technology, Karen Korabik, University of Guelph

Patricia M. Raskin, Teachers College, Columbia University, Working Women: Copying Styles, Career Salience and Company Support; Co-

authors: Vivian Maranzano, Teachers College, Columbia University, C. Maria Pannozzo, Teachers College, Columbia University, Elissa M. Tolle, Teachers College, Columbia University

Daniel W. Knight Jr., University of Tennessee, Training Engineering Upperclassmen to Facilitate Freshman Engineering Design Teams; Co-authors: William Poppen, University of Tennessee, Roger Parsons, University of Tennessee, Gary Klukken, University of Tennessee, Elaine Seat, University of Tennessee, Allison Glore, University of Tennessee

Margaret G. Barton, The Ball Foundation, Modeling the Prediction of Demonstrating Effort and Maintaining Personal Discipline; Co-author: Michael J. Burke, Tulane University

Thomas J. Oberlechner, Webster University, Psychological Dynamics in Foreign Exchange: A Psychology of Financial Markets

C. Gail Hepburn, Queen's University, Abstaining From Voting In Union Representation Elections; Co-author: Julian Barling, Queen's University

Julian Barling, Queen's University, Parents' Job Insecurity Affects Their Children's Academic Performance; Co-authors: Anthea Zacharatus, Queen's University, C. Gail Hepburn, Queen's University

Kimberly R. Brinkmeyer, Hogan Assessment Systems, The Dark Side of Normal Personality: New Perspectives for Workplace Decisions; Co-author: Suzan L. Rybicki, Hogan Assessment Systems

Robert I. Kabacoff, Management Research Group, A Large Sample Study of Gender Differences in Organizational Leadership

Laura L. Wolfe, Emory University, Top Management Teams: Big Five Personality Dimensions and Group Process; Co-author: Jeffrey A. Sonnenfeld, Center for Leadership and Career Studies, Emory University

Joseph F. Watkins, Clark Atlanta University, The Effect of Affirmative Action on Performance Appraisal; Co-authors: Dana Cunningham, Spelman College, Janell Bryant, Clark Atlanta University, Janina Thomas, Clark Atlanta University, Dasia Webster, Clark Atlanta University

Louis Buffardi, George Mason University, Dimensions of Child-Care Satisfaction: Linkages to Work-Family Variables; Co-authors: Carol Erdwins, George Mason University, Alison O'Brien, George Mason University, Wendy Casper, George Mason University

Jason D. Phillips, Emporia State University, Tenure and Turnover: Field Study Evidence for Curvilinear Relations; Co-author: Brian W. Schrader, Emporia State University

Claire J. Owen, Adelphi University, Couples in the Workplace: Are Corporations Adequately Responsive?; Co-author: Linda Z. Solomon, Marymount Manhattan College

Heidi Schmitz, California State University-San Bernardino, Perceived Degree of Organizational Change and Feelings of Job Insecurity; Co-author: Janelle A. Gilbert, California State University-San Bernardino

Miriam Dishon-Berkovits, Bar-Ilan University, Personality and Attitudinal Factors Predicting Employee Punctuality

Jonathan E. Turner, Old Dominion University, Training Using Self-Generation: Effects on Self-Efficacy, Performance and Transfer; Co-author: Debra A. Major, Old Dominion University

Debra A. Major, Old Dominion University, Effects of Supervisory Behaviors on Newcomer Relationships and Socialization Outcomes; Co-authors: Jonathan E. Turner, Old Dominion University, Victoria L. Cole, Old Dominion University

Sara P. Levine, University of Massachusetts-Amherst, Women and Men's Likability and Nonverbal Behavior in Interview Settings; Co-author: Robert S. Feldman, University of Massachusetts-Amherst

Kerry A. Collins, Improving Quality of Life: The Optimal Combination of Copying Strategies; Co-author: M. Josette R. Durup

Celeste M. Brotheridge, University of Manitoba, Models of Work and Family Stress for Men and Women; Co-author: M. Josette R. Durup

Joel P. Wiesen, Applied Personnel Research, The WTMA: A New Test of Mechanical Aptitude

Allan H. Church, W. Warner Burke Associates, An Analysis of Teamwork and Collaboration in a Professional Service Firm; Co-author: Janine Wacławski, W. Warner Burke Associates

Symposium: Friday, 9:00 - 10:50

Moscone Center-South Bldg., Rms. 202/204/206

**Psychological Aspects of Mergers and Acquisitions:
Issues and Interventions**

Chair: Mitchell Lee Marks, Ph.D.

Mitchell Lee Marks, Ph.D., Human Side of Mergers and Acquisitions:
A 10-Year Perspective

Kenneth P. De Meuse, University of Wisconsin-Eau Claire, Effects
of Mergers and Acquisitions on the Psychological Work Contract
David Bastien, Metropolitan State University, Competitive Costs of
Executives' Psychological Responses to an Acquisition

Invited Symposium: Friday, 11:00 - 12:50

Moscone Center-South Bldg., Rms. 202/204/206

Trends in Practice—European and American Perspectives

Chair: James L. Farr, Pennsylvania State University

Jose M. Peiro, University of Valencia, Training and Profession in
European Work and Organizational Psychology
Nancy T. Tippins, GTE, Trends in the Practice of Industrial and Or-
ganizational Psychology in the United States

Invited Symposium: Friday, 1:00 - 2:50

Moscone Center-South Bldg., Rms. 202/204/206

Theory and Research—European and American Approaches

Chair: Michael Frese, University of Amsterdam

Robert A. Roe, Tilburg University, Theory and Research in European
Work and Organizational Psychology

Lawrence R. James, University of Tennessee, Research in Industrial
and Organizational Psychology in the United States: A Call for New
Measurement Systems

Symposium: Friday, 1:00 - 2:50

Moscone Center-South Bldg., Room 200

Building the Future of Occupational Health Psychology

Chair: Heather Roberts-Fox, APA Science Directorate

Michael L. Colligan, National Institute for Occupational Safety &
Health, NORA: Constructing a National Occupational Health Research
Agenda

Steven L. Sauter, National Institute for Occupational Safety & Health,
Organization of Work, Stress, and Health at the Turn of the Century
Joseph J. Hurrell, National Institute for Occupational Safety & Health,
Occupational Health Psychology in the United States: Past and Present
Julian Barling, Queen's University, Occupational Health Psychology
in Canada

Christine R. Hartel, APA Office of Scientific Affairs, Development of
Graduate Training Programs in Occupational Health Psychology; Co-
author: Heather Roberts-Fox, APA Science Directorate

Gwendolyn Puryear Keita, APA Women's Programs, APA and
NIOSH Occupational Stress Conferences: A Partnership

**Focus on Science Extended Poster Session: Friday, 1:00 - 4:50
Room: TBA**

**Evaluation, Assessment, Measurement, and Statistics
(Only Division 14 Posters are Listed Below)**

Chris W. Hornick, CWH Management Solutions, Weighing Issues:
Balancing Low Adverse Impact and High Validity

Chris W. Hornick, CWH Management Solutions, Approaches for
Measuring Practical Intelligence for Entry Selection

Joseph A. Jones, The Ball Foundation, Mechanical Aptitude Meas-
urement; Co-authors: Brian O'Sullivan, Illinois Institute of Psychology,
Andrew Carson, The Ball Foundation, Kathryn A. Fox, CWF Manage-
ment Solutions

Richard D. Goffin, University of Western Ontario, Personality Test-
ing in Personnel Selection: An Investigation of Gender Bias; Co-authors:
Michael C. Ashton, University of Western Ontario, Douglas N. Jackson,
University of Western Ontario

Stephen J. Leierer, LSU Medical Center, Interviewer Evaluations:
Gender Differences Among Applicants Graduating from a University;
Co-authors: Lauri D. Oppenheimer, LSU Medical Center, Alicia A.
Hanchey, LSU Medical Center, Cheryl S. Hauver, LSU Medical Center

Bridget Boyle, Life Pathways, Forced Choice vs. Likert Formats in
Personality Assessment for Selection; Co-authors: Garnett S. Stokes,
University of Georgia-Athens, Noble Beltz, Life Pathways, Lee Ellis,
Life Pathways, Sarah Stanley, University of Georgia-Athens

Cheryl S. Toth, IBM, Using Personality to Differentiate Between Holland's Occupational Groups; Co-authors: Garnett S. Stokes, University of Georgia-Athens, Lee Ellis, Life Pathways, Noble Beltz, Life Pathways

Richard Thompson, Federal Aviation Administration, Affirmative Action and Equal Employment Opportunity Fairness: Separate but Related Constructs; Co-author: Lawrence L. Bailey, Federal Aviation Administration

Janelle A. Gilbert, California State University-San Bernardino, Social Intelligence and Social Knowledge Structures; Co-author: Stephen J. Zaccaro, George Mason University

Horia D. Pitariu, Babes-Bolyai University, Psychological Assessment of Managers in Romania; Co-author: Horia A. Pitariu, Babes-Bolyai University

Handan K. Sinangil, Marmara University, Cross-Cultural Transfer of Organizational Selection Procedures: The Turkish Case; Co-authors: Deniz S. Ones, University of Minnesota, Vic Jockin, University of Minnesota

**Invited Address: Friday, 3:00 - 3:50
Moscone Center-South Bldg., Rms. 202/204/206**

**Current Developments in Transformational Leadership
Research and Practice**

**Chair: Donald D. Davis, Old Dominion University
Bernard M. Bass, SUNY Binghamton, Presenter**

**Invited Symposium: Saturday, 9:00 - 10:50
Moscone Center-South Bldg., Room 238**

**Creating Work for People—European and American
Experiences**

**Chair: Donald D. Davis, Old Dominion University
Gunn Johansson, University of Stockholm, Psychosocial Factors and the Swedish Approach to Healthy Work Environments**

Peter Richter, University of Technology Dresden, Action-Oriented Approach to Job Design: The Objective Analysis and Evaluation Method REBA

**Lois E. Tetrick, University of Houston, Organizational Restructuring: When and How Does It Create Desirable Work?
Lawrence R. Murphy, National Institute for Occupational Safety & Health, Creating Healthy Work Organizations**

**Invited Symposium: Saturday, 11:00 - 12:50
Moscone Center-South Bldg., Rms. 274/276**

**Five-Factor Method (FFM) in Personnel Selection and
Testing: International Perspectives and Practices**

**Chair: Neil Anderson, University of London
Nathan R. Kuncel, University of Minnesota, Personality Up Close:
Item Level Comparisons of Alternative Latent Structure Models; Co-authors: Frederick Oswald, University of Minnesota, John P. Campbell, University of Minnesota**

Deniz Ones, University of Minnesota, Construct Validity and Psychometric Properties of Three Popular Five-Factor Model (FFM) Measures of Work-Related Personality; Co-author: Neil Anderson, University of London

Ivan Robertson, Manchester School of Management, Role of Personality in Work Attitudes and Behavior: Understanding the Results of Research

**Jesus F. Salgado, University of Santiago, Criterion Validity of Personality Measures Based and Not Based in the Five-Factor Model
Discussant: Richard D. Arvey, University of Minnesota**

**Symposium: Saturday, 11:00 - 12:50
Moscone Center-South Bldg., Rms. 228/230**

**Test-Taker Rights and Responsibilities: Issues and
Perspectives**

**Chair: Heather E. Roberts-Fox, APA Science Directorate
Kurt F. Geisinger, Le Moyne College, An Interprofessional Project on Rights and Responsibilities of Test Takers
Bert F. Green, Johns Hopkins University, Test Taker Rights and Responsibilities: View from the Workplace
Robert Perloff, University of Pittsburgh, Test Taker Rights Responsibilities: Practical, Substantive and Stylistic Issues**

Jeffrey L. Sugerman, National Computer Systems, A Test Publisher's Perspective on "Test Takers Rights and Responsibilities"

Invited Symposium: Saturday, 1:00 - 2:50
Moscone Center-South Bldg., Room 236

Australian Industrial and Organizational Psychology and Management Research at the Cutting Edge

Co-Chairs: Charmine E. J. Härtel, The University of Queensland, Neal M. Ashkanasy, The University of Queensland
Cynthia Fisher, Bond University, Emotion in the Workplace: Australian Research

Neal M. Ashkanasy, The University of Queensland, Attribution Theory in Industrial and Organizational Research: The Australian Contribution

Charmine E. J. Härtel, The University of Queensland, Organizational Decision Making: Australian Research

Janice M. Paterson, The University of Queensland, Organizational Justice Research in Australia and New Zealand

Phyllis Tharenou, Monash University, Advancing Up the Managerial Hierarchy: An Australian Longitudinal Study

Robert Waldersee, University of New South Wales, Australian Management Research: Transcending the Europe-North American Divide
Discussant: Phyllis Tharenou, Monash University

Discussion: Saturday, 2:00 - 3:50
Moscone Center-South Bldg., Room 305

Test Standards Revision Discussion

Chair: Dianne Brown Maranto, American Psychological Association
Participants: Paul R. Sackett, University of Minnesota, Bert F. Green, Johns Hopkins University, Jo-Ida C. Hansen, University of Minnesota, Esteban L. Olmedo, California School of Professional Psychology, Dianne L. Schneider, American Psychological Association, Burre Bracken, Memphis State University, Andrew Czopek, University of Colorado Health Sciences Center

Symposium: Saturday, 3:00 - 3:50
Moscone Center-South Bldg., Rms. 224

Using Indigenous Peoples' Tribal Concepts in Modern Organizations

Chair: R. Paul Thominson, Burrell Behavioral Health
Ira S. Katz, Silver Dollar City, Introduction to Tribal Practices in the Organization
Mark G. Acosta, Silver Dollar City, Tribal Practices in Performance Appraisal and Knowledge Transfer

Symposium: Sunday, 9:00 - 10:50
Moscone Center-South Bldg., Room 200

Bases of Power and Social Influence Strategies

Chair: Bertram H. Raven, UCLA
Meni Koslowsky, Bar Ilan University, Power-Interaction Model: Subordinates' Compliance to Power Sources; CoAuthor: Joseph Schwarzwald, Bar Ilan University
Joseph Schwarzwald, Bar Ilan University, Power-Interaction Model: Supervisors' Leadership Style and Work Stress; Co-author: Meni Koslowsky, Bar Ilan University
Haruki Sakai, Sapporo University, How Low-Power Targets Anticipate the Strategies of High-Power Influencing Agents
Sunita Singh-Sengupta, Indian Institute of Management, Facilitative Uses of Social Power
M. Afzalur Rahim, Western Kentucky University, Structural Equations Model of Supervisory Power, and Subordinates' Conflict Styles and Effectiveness; Co-authors: David Antonioni, Youngstown State University, Clement Psenicka, University of Wisconsin
Discussant: Sik Hung Ng, Victoria University of Wellington

Symposium: Sunday, 11:00 - 12:50
Moscone Center-South Bldg., Room 200

Ethical, Legal, and Practical Issues in Assessing Individuals With Disabilities

Chair: Douglas K. Smith, University of Wisconsin-River Falls
Diana Pullin, Boston College, Laws Impacting the Assessment of Individuals With Disabilities

Susanne M. Bruyere, Cornell University, Disability Nondiscrimination in the Employment Process: The Role for Psychologists
Nancy T. Toppins, GTE, Americans With Disabilities Act and Employment Testing
Ruth B. Ekstrom, Educational Testing Service, Helping Practitioners Assess Individuals With Disabilities: The JCTP Sourcebook Project
Discussants: Rochelle M. Balter, Institute for Rational-Emotive Therapy, Richard J. Klimoski, George Mason University

Discussion: Sunday, 1:00 - 2:50

Moscone Center-South Bldg., Rms. 202/204/206

Ethical Practice of Psychology in Organizations—A Mock Ethics Hearing

Chair: Rodney L. Lowman, Louisiana Tech University
Participants: Douglas W. Bray, Development Dimensions International, Wendy S. Becker, Pennsylvania State University, Lawrence Fogli, Core Corporation, Sharon Green, California State University - Hayward, Catherine Higgs, Allstate
Discussant: Stanley E. Jones, APA Ethics Office

Symposium: Sunday, 3:00 - 3:50

Moscone Center-South Bldg., Room 224

Asset or Liability? Collective Efficacy in Groups and Organizations

Chair: Martin G. Evans, University of Toronto
Gerard H. Seijts, University of Manitoba, Relationship Between Group Efficacy and Performance in a Social Dilemma; **Co-author:** Gary P. Latham, University of Toronto
Christina Sue-Chan, University of Western Australia, In Pursuit of a Nomological Net for Collective Efficacy; **Co-author:** Leisa D. Sargent, Queensland University of Technology
Glen Whyte, University of Toronto, Role of Collective Efficacy in Organizational Crises; **Co-author:** Leisa D. Sargent, Queensland University of Technology

Trends in Testing Reception:

Division 5/Division 14/APA Science Directorate

Sunday 5:00 -7:00

San Francisco Marriott, Golden Gate Salon C1

Co-Listed Symposia, Division

Time/Rms: TBA

After the National Consultation Firm, What? A Variety of Career Choices, Div. 13

The Organization Psychologists' Role in Corporate Mergers, Div. 13

Organizational Change and Individual Development: Programs for Professionals, Managers, and Executives, Div. 13

Attrition Research and Development in DoD: It's Baaack, Div. 19

Measuring Organizational Commitment in Military Surveys, Div. 19

Aging and the Workplace, Div. 21

The Good, Bad, and Ugly of Conducting Team Performance Research, Div. 21

Ways Business Psychology Has Worked: A Menu of Successful Projects, Div. 42

Co-Listed Invited Addresses, Presenter, Division

Time/Rms: TBA

Optimism: The Leadership Edge?, David Campbell, Div. 13

Planned Organizational Change: Is it an Oxymoron?, Edward E. Lawler, III, Div. 13

The What and Where of Cognitive Aging, Timothy Salthouse, Div. 21

Presidential Address—Alluisi Award, Applied Experimental Psychology Contributions to Enabling Technology Use by Older Adults, Wendy Rogers, Div. 21

Sleep Imperative: Maintaining Performance and Safety in a 24-hr. Society, David Dingus, Div. 21

Co-Listed Conversation Hour, Presenter, Division

Time/Rms: TBA

Applying Ethical Standards to Consultation Practice, DeWayne Kurpius, (Div. 13)

*The above presentation times are tentative as APA makes changes to the schedule. *The APA Convention Program* is the official and final convention schedule.

Affirmative Action: A Review of Psychological and Behavioral Research

by

David A. Kravitz, David A. Harrison
Marlene E. Turner, Edward L. Levine,
Wanda Chaves, Michael T. Brannick,
Donna L. Denning, Craig J. Russell,
Maureen A. Conard

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SIOP Salutes the 1998 SIOP Fellows

Robert Dipboye, Chair

The Awards Committee announces that the SIOP Executive Committee, based on the recommendation of the Fellowship Committee, has elected the persons listed below as Society Fellows in 1998. We congratulate the new Fellows!

Michael Burke

Dr. Michael Burke (Professor of Psychology, Tulane University) is awarded Fellowship for his exemplary service to SIOP and for the profound influence that his research on validity generalization and utility analysis has had on the science and practice of I-O psychology.



Sidney Gael

Dr. Sidney Gael (Gael Associates) is awarded Fellowship in recognition of the outstanding contribution he has made to the field of I-O psychology in his research on job analysis. His job analysis handbook has become the definitive source on the topic.



Jennifer M. George

Dr. Jennifer George (Professor of Management, Texas A&M University) is awarded Fellowship for the outstanding impact that her research on mood and emotions in the work place has had in moving I-O psychology toward a more balanced consideration of cognition and affect.



Lowell W. Hellervik

Dr. Lowell Hellervik (CEO, Personnel Decisions International) is awarded Fellowship for building a world-class organization that sets the standard for scientifically based practice and supports the training and research of hundreds of I-O psychologists.





Katherine Klein
Dr. Katherine Klein (Associate Professor of Psychology, University of Maryland-College Park) is awarded Fellowship in recognition of the outstanding influence of her research on employee ownership and multi-level analysis, and in recognition of her service to SIOP.



Joseph J. Martocchio
Dr. Joseph Martocchio (Associate Professor of Industrial and Labor Relations, University of Illinois) is elected to Fellowship for significantly advancing our understanding of absenteeism and training in his innovative and programmatic research on these topics.



Norman G. Peterson
Dr. Norman Peterson (American Institutes for Research) is awarded Fellowship for his intellectual and programmatic leadership of major, national research projects on occupational analysis and selection, including Project A and O*NET, which have significantly advanced the science and practice of I-O psychology.



James Campbell Quick
Dr. James Quick (Professor of Management, University of Texas-Arlington) is awarded Fellowship for taking I-O psychology into the health arena through his outstanding contributions to the psychology of occupational health and work stress.



Ann Marie Ryan
Dr. Ann Marie Ryan (Associate Professor of Psychology, Michigan State University) is awarded Fellowship for advancing both science and practice in her systematic research on the selection process, her outstanding service to SIOP, and her mentoring of graduate students.



Dianna L. Stone
Dr. Dianna Stone (Associate Professor of Management, University of Albany-New York) is awarded Fellowship for the outstanding contributions of her research on privacy and disabilities to the understanding of social justice in organizations. Fellowship is also awarded in recognition of her service to SIOP and her excellence as a teacher and mentor.



Michael West
Dr. Michael West (Professor of Work and Organizational Psychology, University of Sheffield) is awarded Fellowship for contributing to the international visibility of I-O psychology in his outstanding research on work stress, innovation, and teams and his editorship of *The Journal of Occupational and Organizational Psychology*.

IOTAS

Allan H. Church
W. Warner Burke Associates, Inc.

By now you have figured out that IOTAS has moved from being the catch-all for the Editor's comments and an introduction to the issue at hand, to being solely focused on what it was originally (and I mean *originally*) intended to do. Ok, here is a piece of SIOP trivia for all of you dieters:

- What did Steven Ashworth win an t-shirt for in 1987?

If you guessed that he was the winner of the "Name that Column" contest held by Jim Farr to rename the then named TIPBITS to IOTAS, then you were right! Now for the bonus question:

- What is IOTAS an acronym for (note: this is only to be answered by people who thought it did actually stand for something in the first place)?

As past *TIP* Editor Jim Farr noted back in May 1987, IOTAS stands for:

"I-O Transfers, Activities, and Social Events"

Jim further noted that, contrary to what one might think or infer, the term IOTAS was not meant to imply that the items contained within were minutiae. So, in the future, send me all your bits and pieces and I will be sure to include them in these pages.

Anyway, without further ado, on to this issue's list of SIOP movers and shakers.

Awards

Congratulations to SIOP members George Alliger, Scott Tannenbaum, Winston Bennett, Holly Traver, and Allison Shotland who recently received the American Society for Training and Development's (ASTD) 1997 Research Award for their article entitled "A meta-analysis of the relations among training criteria" published in *Personnel Psychology*. According to the ASTD, "the award recognizes one outstanding, original piece of research each year published in a refereed journal and that holds major implications for practitioners of workplace learning and performance." The research was supported by Armstrong Laboratory's HR Directorate. The authors will be sharing their results at ASTD's National conference in June. And as Scott noted, practitioners interested in meta-analysis, who would have thought!

Jacob (Jack) Hautaluoma of Colorado State University has been awarded a Fulbright grant to teach in Croatia at the University of Rijeka for the Spring semester, 1998. Jack is one of 1,600 U.S. grantees selected to travel abroad for the 97-98 academic year under the Fulbright Program. The program was designed "to increase mutual understanding between the people of the United States and the people of other countries."

People on the Move

Thomas Timmerman is now an Assistant Professor of Psychology at Austin Peay State University, where he supports the new M.A. program in I-O Psychology. Chet Robie accepted a position last year with the University of Houston and Gary Greguras has recently joined the faculty at Louisiana State University. Virginia Tech would like to recognize the addition of their new faculty member John Donovan from SUNY-Albany who begins as Assistant Professor this August. Georgia T. Chao is the newest APA Council representative for SIOP.

Jay Gandy is retiring from remunerative I-O work and is focusing his energies on educational, political, and legal efforts in support of human rights in relation to sexual and gender orientation. Jay expects to keep up with research and employment-related issues and looks forward to serving as an informational contact in this area. Jay previously retired from an applied research career with the federal government—primarily OPM—and subsequently consulted extensively with the Department of Labor and other clients through Gandy & Associates.

Manuscripts, news items or other
submissions to *TIP* should be sent to:

Allan Church
W. Warner Burke and Associates, Inc.
201 Wolfs Lane
Pelham, NY 10803-1815

Phone: (914) 738-0080
Fax: (914) 738-1059
e-mail: AllanHC96@aol.com

OBITUARIES

Donald J. Schwartz, Ph.D.

Don Schwartz finally lost his battle with heart disease at the age of 63 on March 5, 1998, 8 years after his heart transplant. He never expected to last that long and always felt that he was living on borrowed time. He is remembered as a loving, caring, and dedicated husband, father, and grandfather.

Don had been the EEOC's Chief Psychologist since 1979, and had worked in the Federal Government since 1969. He received his B.A. and his M.A. in social psychology from the University of California at Los Angeles and his Ph.D. in psychological measurement from the University of Southern California. During college he worked as a Social Sciences Assistant for the Army Transportation School, and while he was in graduate school he worked as a Personnel Analyst in the Test Research and Development Section of the Los Angeles County Personnel Department. After graduate school he worked at Educational Testing Service before taking a job as a Personnel Research Psychologist with the U.S. Civil Service Commission in Washington in 1969.

Don's major professional accomplishments were in the areas of testing and employee selection. One of his major legacies was his work on the *Uniform Guidelines on Employee Selection Procedures*. He was a member of the staff committees which developed the *Guidelines* and the interpretive *Questions and Answers on the Guidelines* for three federal agencies. He represented the U.S. Civil Service Commission (now OPM) from 1973 to 1976, the Department of Labor from 1976 to 1979, and the EEOC from 1979 to 1980. He was one of the key negotiators on the interagency committee which developed the final version of the *Guidelines* in 1978.

Don was an active participant in SIOP, APA, and the Personnel Testing Council. For many years he was an annual participant in symposia and panel discussions at SIOP conferences and APA conventions. He was one of the founders of the Personnel Testing Council of Metropolitan Washington.

Don provided testimony as an expert witness in many cases which had an impact on the history of I-O Psychology. These included *Davis v. Washington, EEOC v. Alabama Power, EEOC v. Commonwealth of Pennsylvania*, and *EEOC v. Atlas Paper Box Company*. His insightful testimony was often critical to the outcome of litigation.

As Chief Psychologist at the EEOC, Don provided leadership and a breadth and depth of expertise. He had extensive influence in his work with attorneys, EEOC investigators, and professional colleagues.

Despite all his professional accomplishments, he will probably be best remembered for his personal warmth and unsurpassed dedication to duty. Those of us who worked with him remember his humanity and his sense of humor. He will be greatly missed.

Jack Kearns
EEOC

Other Society Losses

The Society was also informed of the deaths of Roger Marion Bellows, Sr., and Francis X. Mahoney, President and CEO of F X Mahoney & Associates.

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CONFERENCES AND MEETINGS

This list was prepared by David Pollack. If you would like to submit additional entries, please write David Pollack at the U.S. Immigration and Naturalization Service, 425 I Street, NW, Room 2236, Washington, DC 20536, (or call (202) 305-0081, or fax entries to (202) 305-3664).

1998

July 1-3: International Work Psychology Conference. Sheffield, UK. Contact: Institute of Work Psychology, +44 114 222-3258.

July 14-18: 18th O.D. World Congress. Dublin, Ireland. Contact: Organizational Development Institute, (216) 461-4333.

Aug 9-12: Annual Meeting, Academy of Management. San Diego, CA. Contact: Academy of Management, (914) 923-2607.

Aug 9-13: Annual Convention of the American Statistical Association. Dallas, TX. Contact: ASA, (703) 684-1221.

Aug 9-14: International Congress of Applied Psychology. San Francisco, CA. Contact: APA (202) 336-6020.

Aug 14-18: Annual Convention of the American Psychological Association. San Francisco, CA. Contact: APA, (202) 336-6020.

Sept 16-18: Mid-Atlantic Personnel Assessment Consortium Fall Meeting. Princeton, NJ. Contact: MAPAC, (410) 545-5574 or hamills@erols.com.

Sept 23-25: Ninth Annual International Conference on Work Teams. Dallas, TX. Contact: Center for the Study of Work Teams, (817) 565-3096.

Oct 5-9: Annual Conference of the Human Factors and Ergonomics Society. Chicago, IL. Contact: The Human Factors and Ergonomics Society, (310) 394-1811.

April 10-14: Annual Conference of the American Society for Public Administration. Orlando, FL. Contact: ASPA, (202) 393-7878.

April 19-23: Annual Convention, American Educational Research Association. Montreal, Quebec. Contact: AERA, (202) 223-9485.

April 19-23: Annual Convention, National Council on Measurement in Education. Montreal, Quebec. Contact: NCME, (202) 223-9318.

April 30 - May 2: 14th Annual Conference of the Society for Industrial and Organizational Psychology. Atlanta, GA. Contact: SIOP, (419) 353-0032.

May 22-27: Annual Conference of the American Society for Training and Development. Atlanta, GA. Contact: ASTD, (703) 683-8100.

June 1-4: 27th International Congress on the Assessment Center Method. Orlando, FL. Contact: DDI, (412) 257-3952.

June 3-6: Annual Convention of the American Psychological Society. Denver, CO. Contact: APS, (202) 783-2077.

June 4-11: Annual Conference of the International Personnel Management Association Assessment Council. Clearwater, FL. Contact: IPMA, (703) 549-7100.

June 26-27: 3rd Australian Industrial and Organizational Psychology Conference. Brisbane, Queensland, Australia. Contact: Conference Secretariat, 61 7 3846 5858 or kcross@eventcorp.com.au.

June 27-30: Annual Conference of the Society for Human Resource Management. Atlanta, GA. Contact: SHRM, (703) 548-3440.

The SIOP/TIP Web sites have changed. Find us now at:

<http://www.siop.org>

CALLS AND ANNOUNCEMENTS

Editorial Transition at Journal of Organizational Behavior

The *Journal of Organizational Behavior* published by Wiley & Sons is announcing a new incoming Editor-in-Chief, Denise M. Rousseau, and Incoming Associate Editor-in-Chief, Neil Anderson. After August 1st, 1998 manuscripts should be sent to the following addresses: Submissions from the Americas to Denise M. Rousseau, H. John Heinz III School of Public Policy and Management, Carnegie Mellon University, Pittsburgh, PA 15213, USA (rousseau@andrew.cmu.edu). Submissions from Europe, Asia, Australia and Africa to Neil Anderson, Psychology Department, Goldsmiths College, New Cross, London, SE14 6NW, UK (pss01na@gold.ac.uk).

Testing Trends '98: Research, Policy, and Practice

APA's Office of Testing and Assessment has coordinated the testing programming for the International Congress of Applied Psychology (August 10-14) and the APA national convention (August 14-18) this summer in San Francisco, California. All sessions related to testing in education, employment, or health care settings are highlighted in a convention program that will be distributed prior to the convention.

Attending the APA convention provides a rare opportunity to share research, present new techniques, or learn about the latest guidelines, standards, or legal issues in the profession. More than 140 symposia, papers, workshops, discussions, and invited addresses that are wholly devoted to testing issues in the educational, employment, and health care fields are included in the program. PTC members will be especially interested in the sessions related to ethical, legal, and practical issues in assessing individuals with disabilities, the international perspectives on using the five-factor model in personnel selection, the test standards and test taker rights projects, and current trends in the use of statistical significance testing.

An open reception for individuals interested in testing and assessment will begin at 5:00 p.m. on Sunday, August 16th in the Golden Gate C-1 salon of the San Francisco Marriott Hotel. The "Testing Trends" reception is held in conjunction with the social hours of Division 5 (Evaluation, Measurement, and Statistics) and Division 14 (the Society for Industrial and Organizational Psychology). The reception and publication of the program are sponsored by

14 of the major national and international test publishers, who will be recognized for their contributions in the convention program. PTC members are encouraged to take advantage of an exceptional opportunity to share the latest and greatest advances in the testing and assessment community by attending this year's conventions.

For more information contact Heather Roberts-Fox, Ph.D., Testing and Assessment, APA Science Directorate: phone (202) 336-6000, fax (202) 336-5953, or email hrofox@apa.org.

Austin Peay I-O Psychology Program Extends Application Deadline

The recently revived M.A. program in I-O Psychology at Austin Peay State University in Clarksville, Tennessee has extended the application deadline for Fall 1998 admission to August 1, 1998. For further information, contact David W. Denton, Ph.D., Assistant Professor of Psychology, Austin Peay State University, P.O. Box 4537, Clarksville, TN 37044. Phone: 931-648-7238. Email: dentond@apsu01.apsu.edu.

Division 5 (Evaluation, Measurement, and Statistics) Preconference Workshops

APA Division 5 is holding two preconference workshops on Thursday, August 13, 1998, at the San Francisco Marriott of interest to SIOP members: Workshop A: Basic Concepts in Evaluating the Reliability of Scores: A Friendly Introduction to Generalizability Theory by Bruce Thompson, Texas A & M University and Baylor College of Medicine; and Workshop D: Structural equation Modeling with EQS 6.0 by Peter M. Bentler, University of California, Los Angeles. For further information and registration, please contact Barbara M. Byrne, APA Division 5 Workshop Chair: Fax: (941) 575-7159; email: bmbch@uottawa.ca.

International Conference On Adapting Tests For Use In Multiple Languages And Cultures

An international conference on the topic of test adaptations will be held on May 20 to 22, 1999 at the Georgetown University Conference Center in Washington, DC. The conference is sponsored by The College Board, Educational Testing Service, and the International Test Commission.

The conference will feature invited presentations on many topics including (a) a conceptual framework for addressing test adaptations, (b) technical guidelines for test adaptations, (c) advances in test adaptation methodology,

and (d) exemplary test adaptation projects. Also, major parts of the academic program will be hands-on and practical workshops and poster presentations organized around key aspects of the test translation and test adaptation process. Finally, substantial time will be allocated for professional and social interactions.

Proposals for poster presentations and workshops (2 hours in duration) will be accepted through December 1, 1998. For poster presentations, submit a list of authors, addresses, contact numbers (telephone, fax, email), title, and a 200-word abstract. For workshops, provide the goals for the training session and a list of proposed activities. Send your proposals and two self-addressed envelopes to Professor Ronald Hambleton, Conference Academic Program Chair, University of Massachusetts, Hills South, Room 152, Amherst, MA 01003 USA.

To receive a copy of conference and housing registration materials write to: Donna Everett, ETS, Rosedale Road MS 06-N, Princeton, NJ 08541 (fax 609-683-2800; email: deverett@ets.org). Registration for the conference is limited to approximately 150 persons who will be taken on a first-come, first-served basis.

Education and Training Awards

The APA Board of Educational Affairs is requesting nominations for its 1998/1999 Awards for Distinguished Contributions to Education and Training in Psychology.

The award for *Distinguished Career Contributions to Education and Training in Psychology* recognizes a psychologist who has consistently, over his or her career, provided significant contributions to education and training in psychology. The award for *Distinguished Contributions to Education and Training in Psychology* recognizes a psychologist for a major contribution made to education and training at some time in his or her career.

The awards are designed to recognize psychologists who make traditional contributions, who provide innovations or who are involved in developmental phases of programs that influence education and training. The awards committee will consider a wide range of individuals with differing accomplishments. Criteria for the awards include: influence on educating and training students; important research on education or training; development of effective materials for instruction; establishment of workshops, conferences or networks of communication for education and training; achievement and leadership in administration that facilitates education and training; and activity in professional organizations that promote excellence.

All nominations must include a letter of nomination citing the award for which the nomination is made, and, specifically, the consistently excellent contributions of the nominee (Distinguished Career Award) or the major

contribution of the nominee (Distinguished Contributions Award). Nominations must also include a current vita and two supporting letters. Send nominations and supporting materials to Shirley Matthews, Education Director, APA, 750 First Street, N.E., Washington, D.C. 20002-4242. The deadline for receipt of this information is June 1, 1999.

Price Clarification

The book, *Assessment, Measurement, and Prediction for Personnel Decisions* by Robert M. Guion, is offered by Lawrence Erlbaum Associates, Inc. for \$149.95. But, if you order from the publisher and *pre-pay* your order, you can obtain the book at the discounted price of \$69.95. This special price is also available to bookstores, but they, too, must pay in advance.

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LHAKEL@SIOP.BGSU.EDU

POSITIONS AVAILABLE

I-O PSYCHOLOGY INTERNSHIP OPPORTUNITIES. GTE, a leader in telecommunications, is seeking candidates for internships in its Employee Capability and Competency Design Department. These positions will provide the opportunity to gain experience in a large corporation and to become an active participant in a Human Resources team. The intern will assist I-O Psychologists in planning and carrying out content and/or criterion-related test development and validation projects, writing technical reports, and other related projects.

Candidates must be advanced Ph.D. students in I-O psychology (3rd or 4th year). Training or experience in job analysis, development and validation of paper-and-pencil tests and structured interviews, competency modeling, and criterion development is required. Knowledge of current legal and professional guidelines for employee selection procedures is also required. A solid background in psychometrics is essential, and experience with SAS, SPSS, or a similar statistical package is highly desirable. Candidates must be able to cooperate in team efforts and have strong interpersonal, organizational, and communications skills, both oral and written.

These internships are full-time positions with a duration of 6 to 12 months. Internships will start at various times during the year. All positions are located in Irving, Texas. Interested applicants are invited to submit a resume, desired start date, a list of references, and graduate transcript to: Nancy T. Tippins, Ph.D., GTE, 700 Hidden Ridge, HQW01J52, Irving, Texas 75038, email: nancy.tippins@telops.gte.com, fax: (972) 718-4521

SBC COMMUNICATIONS INC., an international leader in telecommunications, is accepting applications for pre-doctoral internships in I-O Psychology. SBC has recently doubled in size to 118,000 employees as the result of our merger with the Pacific Telesis Group. The internship position is located in the corporate HR Research group in San Antonio, Texas.

Our internship program gives students with a solid I-O background the opportunity to apply their training in a fast-paced corporate environment. Interns work with I-O Psychologists and independently on a full range of I-O projects including selection, performance management, surveys and organizational development initiatives. We try to make interns responsible for a project from beginning to end.

Candidates should have completed their Master's degree (or equivalent) and be enrolled in a Ph.D. program in I-O Psychology. Preference will be given to applicants who have prior work experience including job analysis, test validation and survey design. A strong background in research methods and statistics is desired. Experience in using SPSS is a plus.

If you meet the above qualifications, have strong written and oral communication skills and want to work for a Fortune 50 company, please submit your resume by October 1 for internships beginning in January and April 1 for internships beginning in July. The internships are designed to last either 6 months or 1 year.

Please send materials to: Eric V. Mitchell, Pacific Bell, 666 Folsom St., Rm. 925, San Francisco, CA 94107, or fax: 415-542-4239

I-O PSYCHOLOGY INTERNS. Ford Motor Company is accepting applications for pre-doctoral internships in industrial/organizational psychology. Ford is a worldwide leader in automotive products and financial services with 325,000 employees, including 143,000 employees in U.S. automotive operations.

The internships are full-time and last 12 months. Interns will be working with I-O psychologists and HR professionals on a variety of projects, most of which are international in scope. Projects include selection research, employee surveys and organizational development. All positions are located in Dearborn, Michigan.

Applicants must be enrolled in an I-O doctoral program and have completed a Master's degree or be admitted to doctoral candidacy. Candidates should have experience in selection research, construction of tests/surveys, statistical analysis and organizational/team development interventions. Familiarity with SPSS is preferred but not required. Foreign language skills are not required but would be a definite plus. Ford is an Equal Employment Opportunity Employer committed to a culturally diverse workforce.

Those interested in applying should submit a cover letter and resume to: Rick Smith, Ph.D., Ford Motor Company, Personnel Research Services, World Headquarters Room 710, Dearborn, MI 48121-1899. Fax: 313-594-1666; email: rsmith87.ford@e-mail.com.

PARKSIDE ASSOCIATES, INC., Leaders in healthcare survey research since 1980. Parkside Associates Inc. is a rapidly growing healthcare survey research firm specializing in the development and utilization of employee, medical staff and patient satisfaction tools to monitor satisfaction for quality improvement. Our office is located in suburban Park Ridge, Illinois, just outside of Chicago. Since we are a growing firm, we are continuously

searching for creative, highly motivated candidates with strong quantitative and interpersonal skills as possible additions to our staff.

Research Assistant/Survey Research Account Manager is the starting point for your career at Parkside. Responsibilities for this position include: consulting with clients on appropriate survey data collection methodologies, report writing and programming/data analysis using SAS, on-site data collections at client hospitals, and working with clients on effective utilization of survey data. Ideal candidates will possess an M.S. degree in I-O Psychology, an appropriate Social Science field, or Statistics, as well as knowledge/experience in survey research methods and SAS. Problem solving ability, good organizational skills and the ability to adapt in a dynamic environment are necessary. 5-10% travel.

Consultant is a senior position, specializing in directing employee, and physician survey projects or patient satisfaction survey projects. Responsibilities for this position include: advanced client management, presentation of survey results to senior management at client sites, and some report writing. Ideal candidates will possess, in addition to the requirements described above, outstanding presentation skills and 2-3 years successful consulting experience. 10%-20% travel.

We offer competitive salaries and comprehensive benefits. Please forward your resume and salary requirements to: **Attn.: RA/CON TIP597, Parkside Associates, Inc., 205 W. Touhy Avenue, Suite 204, Park Ridge, IL 60068.** We are an equal opportunity employer and encourage people of all cultural backgrounds to apply.

AT&T announces an immediate opening for one or more pre-doctoral interns in its Measurement and Selection Systems division. AT&T is a global telecommunications company with a history of important contributions to I-O psychology. The position is an exciting opportunity to conduct large-scale applied personnel research projects.

Interns must have 2 or more years of graduate training, including employment testing and statistical analysis, in I-O psychology or a related field. Excellent project management, analytical, and computer skills are essential. A Masters degree and/or admission to doctoral candidacy is preferred, and experience with SAS or SPSS is desired.

Internships are full-time and last 9 to 12 months. The start date is flexible and applications will be accepted on a continuous basis. All positions are located in Morristown, New Jersey.

Interested applicants should send a cover letter, resume and list of references to: **David N. Dickter, Ph.D., AT&T, 100 Southgate Parkway, Room 3F13, Morristown, NJ 07962**

THE HUMAN RESOURCES RESEARCH ORGANIZATION (HumRRO), a nonprofit behavioral science research organization, is looking for individuals to join its headquarters office in Alexandria, VA. HumRRO has a varied client base, including civilian and military government agencies, and private organizations. We offer the opportunity to perform challenging and interesting work in a collegial environment. We have immediate needs in two positions.

Quantitative Behavioral Scientist/Senior Scientist. Individuals with Ph.D. or Master's, with relevant technical experience, in: psychometrics, educational measurement, industrial or social psychology, or closely related discipline. We require a dual emphasis in conceptual theory and quantitative/statistical analysis. Must possess excellent knowledge of applied research design and methodology, and strong quantitative skills. Excellent research, analytical, written and oral communication skills, and ability to work in a team are essential. Senior level candidate must also demonstrate successful project direction track record. Statistical programming skills a plus. Projects involve developing and applying innovative conceptual, measurement and statistical methods. Applicants for this position should submit a writing sample.

Research Scientist/Senior Scientist. Individuals with a Ph.D. in I-O psychology, psychometrics, educational measurement, or closely related fields. Project work may include development and validation of assessment tools for selection, promotion, and credentialing systems; development of career development tools (including 360-degree feedback mechanisms); job analysis; and program evaluation. Responsibilities will require application of research, consulting, project management, and business development skills. Excellent research, analytical, written and oral communication skills, and ability to work in a team are essential.

Research scientists typically have up to 5 years of experience post-Ph.D., and Senior Scientists have 5-10 years of experience. Interested candidates should send a resume, with desired position specified, to Mrs. Barbara Homan, Personnel Manager, HumRRO, 66 Canal Center Plaza, Suite 400, Alexandria, VA 22314. Phone (703) 549-3611; fax (703) 549-9025; email bhoman@mail.humrro.org. For additional information, visit our website at <http://www.HumRRO.org>. EOE.

SENIOR CONSULTANT OR PROJECT MANAGER. Aon Consulting, formerly HRStrategies, is an internationally known HR consulting firm specializing in the design and implementation of creative solutions to human resource and organizational transition needs. Our staff of over 1,500 professionals includes more than 60 I-O psychologists offering exceptional service to the most recognized and innovative organizations in the world. As

a member of the Aon family of companies, we offer global consulting capabilities through a worldwide network of offices.

Due to rapid growth, we are continually in search of exceptional candidates who can make valuable contributions to our team. Project work includes the construction and implementation of selection and assessment systems, performance management systems, career development programs, employee opinion surveys, and change management consulting.

We seek experienced I-O psychologists with a proven track record of superior project management and strong statistical skills with the ability to present in an applied manner. Send your resume outlining related experience to Jennifer K. Burns, Human Resources Manager, Aon Consulting, P.O. Box 36778, Grosse Pointe MI 48236. Aon Consulting is an Equal Opportunity Employer and a member of the Aon family

DEVELOPMENT DIMENSIONS INTERNATIONAL We have multiple career opportunities in our Pittsburgh world headquarters for Executive Coaches. Future opportunities may exist in other locations.

Key responsibilities:

- Interface with executives in assessment and coaching roles. Executive level simulation scoring/interpretation
- Assessment center administration, role plays and debriefing
- Develop "big picture" interpretation of executives through integration of behavior assessment with perceptual, personality, and other test data
- Conduct executive level feedback sessions
- Provide development planning support
- Support design of process models for feedback, coaching and mentoring
- Coach and train assessors in executive assessment
- Design/deliver mentoring training to clients who desire internal coaches

Qualifications:

- Advanced degree highly preferred
- Consulting experience in assessment or organizational change
- Proven abilities in assessment techniques
- Executive Coaching experience or other executive "advisory roles"
- Superior communication skills
- Ability to effectively deliver complex, sensitive feedback
- Proven abilities in team leadership and project management
- High degree of business acumen, personal initiative, and client service

For immediate consideration, please forward your resume to: Attn: HR Department/EATP, Development Dimensions International, 1225 Washington Pike, Bridgeville, PA 15017-2838, fax: 412-220-2958, email: hr@ddiworld.com. Development Dimensions International is an Equal Opportunity Employer.

CORPORATE PSYCHOLOGIST. Spurduto & Associates, Inc., an Atlanta-based corporate psychology consulting firm, has grown steadily and profitably since it was founded in 1982. To sustain our growth requires an ongoing search for the highest quality candidates. We are seeking individuals who possess the desire and ability to make a long-term career commitment so we can maintain our record of excellent service and very low turnover.

We work with established long-term clients and a steadily growing list of new clients. We serve a diverse clientele nationwide and provide many services tailored to the needs of top management. These services include individual psychological assessment, executive coaching, attitude and 360° surveys, team building, training, culture change, organization development, and acquisition/merger work. We provide a supportive but fast-paced learning environment. We offer a competitive salary with exceptional bonus opportunities, profit-sharing, and long-term earning potential based on performance.

Qualified candidates possess a Ph.D. in psychology as well as strong interpersonal skills, well-developed problem solving skills and judgment, conscientiousness, insight into self and others, an understanding of individual personalities and behavior, the ability to work both as an individual former and a team member, and the desire to learn and grow. This full-time position includes moderate travel of no more than two nights away from home per week.

We encourage you to learn more about us at www.sperduto.com. Please send a résumé and letter of interest to: Kay Loerch, Ph.D., Attn: Recruiting Representative, Spurduto & Associates, Inc., 235 Peachtree Street, Suite 300; Atlanta, GA 30303

JACKSON LEADERSHIP CENTRE. Principal Consultant/ Partner. The Jackson Leadership Centre is a group of Industrial/Organizational Psychologists and other professionals specializing in leadership assessment and development located just north of Toronto, Ontario, Canada. We provide a "high touch" service, working closely with individual leaders and leadership teams. Although small (8 consulting staff), our busy practice is rapidly expanding.

Position requirements include a Ph.D. in psychology (preferably I-O), a minimum 5 years' internal or external consulting experience and a willingness to travel (40%). In addition to excellent coaching, presentation and relationship building skills the successful candidate will have an ability to develop new products and services (based on applied research and market trends), and manage a diverse portfolio of consulting assignments and marketing responsibilities. Prior experience working with financial service organizations is a plus.

Review of applications will continue until the position has been filled. We offer a competitive compensation package commensurate with experience as well as partnership opportunities.

Interested applicants should forward a covering letter and resume including a list of references and salary requirements to : Kathleen Grace, MA, Jackson Associates, 18725, McCowan Road, P.O. Box 159, Mount Albert, ON, L0G 1M0. Fax: 905-473-7217, email: jackson@neptune.on.ca

SIROTA CONSULTING CORPORATION, an internationally known management consulting firm specializing in constituency research and research utilization has openings for Project Managers/Senior Level Consultants.

Project Managers/Senior level Consultants

Individuals applying for this position should be capable of managing large international research projects. The ideal candidate will have a proven track record in the field, with the ability to interact successfully with CEOs and other senior executives of Fortune 500 type firms. Will also have marketing and sales responsibilities. Candidates should have M.A. or Ph.D. in I-O Psychology, or related field with 5 or more years experience. Moderate travel required.

We are looking for people with a strong dedication to excellence and outstanding organizational skills. Should be driven to meeting client needs as well as acting as team players. Strong interpersonal and technical skills required with a solid foundation in research. Foreign language skills a plus.

These positions are located in Purchase, New York in Westchester County (approximately ½ hour north of Manhattan). Sirota Consulting Corporation provides outstanding compensation, benefits, and growth opportunities. Sirota Consulting Corporation is an equal opportunity employer.

Interested applicants should send resume to: Sirota Consulting Corporation, Attn: Consulting Search Committee, The Centre at Purchase, One Manhattanville Road, Purchase, New York 10577, phone (914) 696-4700, fax (914) 696-3401.

DEVELOPMENT DIMENSIONS INTERNATIONAL. At Development Dimensions International (DDI), rapid growth and expansion are creating multiple consulting opportunities for highly qualified Ph.D. or Master-level I-O psychologists. Our consultants work with leading companies worldwide to develop creative solutions for their business needs by applying innovative I-O technologies and methodologies. We are looking for your innovative contributions to be a part of our continued success!

DDI is a Pittsburgh-based, international, organizational development, management consulting firm. We specialize in the research and development of HR systems applied at all organizational levels. These systems include assessment and selection, training and development, performance management, and organizational change. Each year, we provide services for 12,000 organizations in 36 countries to help them improve productivity, quality, and customer service.

A career with DDI will allow you to work with others on leading-edge, high-tech applications of applied psychology. You will work in a multidisciplinary team of four to six professionals focused only on research/applications; there is no sales component involved. Working in a team allows you to expand your skills, while applying your knowledge to a wide variety of interesting challenges. Your team's productivity will be enhanced by unparalleled support services. Varied consulting assignments with the largest corporations in the world will provide you with exciting challenges and the opportunity to expand your professional horizons.

Senior Consultants lead teams dedicated to project delivery and product development. The position emphasizes integration of I-O methodologies to meet unique client requirements.

A wide variety of Consultant opportunities exists in teams committed to change management, selection, performance consulting, assessment center exercise development, training, and basic learning research. Growth and professional development opportunities abound. Each new consultant will have an individualized development plan.

Positions usually entail 30 percent overnight travel and offer an opportunity for exciting international travel and assignments.

Mail or fax resumes to: Code:EATP, Development Dimensions International, 1225 Washington Pike, Bridgeville, PA 15017, fax 412-220-2958, email: hr@ddiworld.com. Visit our website at www.ddiworld.com. DDI values diversity and is an equal opportunity employer.

TEST VALIDATION AND DEVELOPMENT SPECIALIST. The California Commission on Peace Officer Standards and Training has an opening for a permanent, full-time Test Validation and Development Specialist (TVDS). Monthly salary: TVDS I: \$2,853-\$3430; TVDS II: \$3,430-\$4,139.

The Commission on Peace Officer Standards and Training (POST) is a California State agency that is under the direction of a Commission appointed directly by the Governor. POST was created to raise the level of competencies for law enforcement personnel. This is achieved through the establishment of minimum selection and training standards for all law enforcement personnel within California.

Duties & Responsibilities: This position is responsible for developing and validating law enforcement training tests. Duties include formulating plans for developing and revising training tests; coordinating test development activities with instructional designers and subject matter experts; equating updated test forms with their antecedents; developing alternate forms of the same test; writing domain definitions and test specifications; developing items and constructing tests; conducting research to confirm/disconfirm the assumptions that support the use of tests; and devising research programs for the ongoing validation of tests.

Application Procedures: To successfully compete for the TVDS position, individuals must first gain eligibility for employment with the State of California. This is achieved by participating in a civil service examination. The Commission on POST invites applicants to apply for entrance into this examination by submitting a State application (Std. 678) and resume to: Commission on POST, Personnel Office, 1601 Alhambra Boulevard, Sacramento, CA 95816-7083, Attention: Ramona Krabbenhoft. Completed applications must be received by August 18, 1998. Successful candidates will later be invited to a hiring interview with representatives of POST.

For information on entrance requirements for the examination, or for a copy of the State application (Std. 678), email krabben@post.ca.gov, or call Ramona Krabbenhoft at (916) 227-3907.

See us at the American Psychological Association Convention in San Francisco in August.

DEPARTMENT OF PSYCHOLOGY, UNIVERSITY OF MARYLAND. Assistant Professor position to begin Fall, 1999. Successful candidates must have demonstrated evidence of scholarly excellence. Demonstrated methodological and conceptual sophistication are critical. In addition, the candidate must be interested in teaching and advising students at both the graduate and undergraduate levels. The ideal candidate would add breadth to current I-O faculty interests and provide a bridge to one or more other Ph.D. programs in the Department. Interested applicants should submit a CV, copies of two articles (published or In Press), a letter of interest, and a minimum of three letters of recommendation to Benjamin Schneider, Chair I-O Search Committee, Department of Psychology, University of Maryland, College Park, MD 20742. Dr. Schneider can be reached by email (ben@bss3.umd.edu) or phone (301-405-5927) to answer questions.

The University of Maryland actively subscribes to a policy of equal educational and employment opportunity. Materials should be received by October 1, 1998 for best consideration

DEVELOPMENT DIMENSIONS INTERNATIONAL. The focus of this position is the management of an Impact team(s). This includes championing the sales and delivery of IMPACT projects requiring the use of DDI Selection and Assessment technologies. The team leader will be involved in delivery and management of projects, sales support, proposal development, staffing and development of consultants and training of regional associates. Travel required 50-60%.

Requires a Ph.D. in Industrial/Organizational Psychology or related discipline, and a minimum of 3-5 years of relevant experience. You must have business acumen, high level consulting experience with managing complex large-scale organizational interventions resulting in improved business results, in-depth expertise in selection and assessment, and demonstrated success managing significant integrated projects. You must also demonstrate an ability to create an environment that supports effective teamwork and collaboration. Computer literacy, in-depth knowledge of DDI's application of Core Technologies, and prior management/leadership experience is also required.

Send resume with salary history to: Code: EITP, Development Dimensions International (DDI), World Headquarters-Pittsburgh, 1225 Washington Pike, Bridgeville, PA 15017-2838, fax (412) 220-2958, email: hr@ddiworld.com, Visit us online at <http://www.ddiworld.com>

AMERICAN INSTITUTES FOR RESEARCH: Position Announcement for Research Scientist and Senior Research Scientist

AIR is a leading social sciences firm with locations around the United States. Due to significant growth, AIR is seeking, Research Scientists and Senior Research Scientists with strong quantitative and methodological skills to support current and future project efforts. Such projects include the development and application of job analysis, measurement, personnel selection, test development, and statistical analysis techniques. The Candidates selected may be subject to a government security investigation, and must meet eligibility requirements for access to classified information.

Essential Functions

Persons hired will work as part of a research team on one or more projects. They will be responsible for planning and conducting statistical and psychometric analyses, preparing and presenting research findings, and contributing to competitive research proposals. Plan and conduct quantitative analyses. Organize analytical results and document research procedures (e.g.,

data collection, instrument preparation, and statistical analyses). Prepare technical reports and journal articles, present topics to clients and public. Design and conduct research projects for federal and private sponsors. Write or contribute to competitive proposals for applied social science research. Periodic travel may be required.

ABD/Ph.D. in industrial/organizational psychology, psychometrics, or other related research field (e.g., testing and measurement, human resources research) or equivalent experience. Experience conducting quantitative research. Ability to work with others as part of a research team. Experience with statistical software; ability to efficiently prepare documents and conduct analyses using PC. Excellent oral and written communication skills. Strong methodological background and interest in publishing are desired.

Knowledge and experience in cognitive psychology, training, evaluation, and/or technology applications would be considered as positive assets.

Job title and starting salary will depend on qualifications. Salary range is approximately \$37,700-\$110,000 plus benefits. **American Institutes for Research**, 3333 K Street, NW, Washington, DC 20007. Equal Opportunity Employer.

CALIBER ASSOCIATES. Caliber Associates is a leading behavioral and social sciences firm located in the Washington, DC metropolitan area. We are seeking Industrial/Organizational Psychologists with strong quantitative and methodological skills to support our current projects. Projects include the application of strategic job analysis techniques, the development of selection measures, organizational development activities and training program design and development.

Requirements: a Ph.D. in I/O psychology with a strong emphasis on personnel selection, research design and statistical analysis; experience managing projects, budgets and staff; effective proposal and report writing skills and at least 5 years of experience in a research and consulting environment. Persons hired will work as part of a research team on projects. They will be responsible for planning and conducting research, conducting statistical and psychometric analyses, preparing and presenting research findings, and contributing to proposals.

Please send resume plus salary history to **Caliber Associates, ATT: Mrs. Lou Roberts**, 10530 Rosehaven Street, Suite 400, Fairfax, VA 22030. Or fax 703-385-3206. EOE M/F/H/V. Visit our website at www.calib.com for more information about Caliber Associates.

U-HAUL INTERNATIONAL, INC. BEHAVIORAL PSYCHOLOGIST. U-Haul International, the leader in the do-it-yourself moving industry is seeking a behavioral psychologist (with emphasis in statistical analysis)



Committee Volunteer Form

Society for Industrial and Organizational Psychology, Inc.

Deadlines: The deadline for volunteering to serve on the Continuing Education and Workshop Committee is December 1st. For all other committees, nominations are accepted at any time. Please submit a completed form to the address given at the bottom of this page.

Mailing Address		Telecommunications
Name: (Last)	(First)	Office: _____
(MI)		Fax: _____
Address: _____		E-mail: _____
City: _____	State: _____	Home: _____
Zip: _____		
Job Title: _____	Organization: _____	
Highest Degree: _____	Year Granted: _____	Institution: _____
Society Status: Associate <input type="checkbox"/> Member <input type="checkbox"/> Fellow <input type="checkbox"/>		

Committee Preference: If you have preferences concerning placement on committees, please indicate them by writing the number 1, 2, and 3, respectively, by the names of your first, second, and third most preferred committee assignments. Note, however, that you need not provide these rankings if you are indifferent about committee placement.

Awards _____	Education & Training _____	Professional Practice _____	Scientific Affairs _____
Committee on Committees _____	Fellowship (Fellows only) _____	Program (APA Meeting) _____	State Affairs _____
Continuing Education & Workshops _____	Membership _____	Program (SIOP Conference) _____	TIP Newsletter _____

Please check here if you would be willing to serve as a mentor for a new SIOP member. _____

Prior Society Service: If you have previously served on SIOP committees, please list their names and the years you served _____

Prior APA/APS Service: If you have previously served on APA or APS boards or committees, please list their names and the years you served _____

References: Please provide the names and addresses of two Members or Fellows of the Society who the Committee on Committees may contact to obtain additional information about you.

Name _____	Address _____	City _____	State _____	Zip _____
Name _____	Address _____	City _____	State _____	Zip _____

Your Signature: _____ Date: _____

Please mail or fax the completed form to: SIOP Administrative Office, PO Box 87,
Bowling Green, OH, 43402-0087.

Fax (419) 352-2645. If you need further assistance call (419) 353-0032.

The Industrial - Organizational Psychologist

for its Human Resources Division located at the corporate headquarters in Phoenix, Arizona. Qualified candidate will help redefine applicant selection methods by recommending and interpret tests designed to assess applicant's intelligence, aptitude, temperament and abilities applying knowledge of statistical analysis. This position will evaluate reliability of source data, adjust and organize results into form compatible with analysis by computers or other methods. Knowledge of graph, tables and chart preparation. Applicant must be able to work independently and meet frequent deadlines. Must work well in a team structure and have excellent verbal and written communication skills to prepare and explain report data and convey results to all levels of management.

2-3 years experience in behavioral psychology, training and evaluation in a human resources environment would be considered positive assets. A bachelors degree in psychology is required.

U-Haul International is an equal opportunity employer and provides a drug-free environment. We offer competitive salaries and comprehensive benefits.

Please submit a resume, cover letter and salary requirements to: U-Haul International, Inc., Human Resources, 2727 N. Central Ave., Phoenix, AZ 85004, fax: 602-351-8989. Visit us on-line at <http://www.uhaul.com>

ADVERTISE IN TIP AND THE ANNUAL CONVENTION PROGRAM

The Industrial-Organizational Psychologist (TIP) is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association, and an organizational affiliate of the American Psychological Society. TIP is distributed four times a year to more than 3,000 Society members; the Society's Annual Convention Program is distributed in the spring to the same group. Members receiving both publications include academicians and professional practitioners in the field. In addition, TIP is distributed to foreign affiliates, graduate students, leaders of APA and APS, and individual and institutional subscribers. Current circulation is 5,500 copies per issue.

Advertising may be purchased in TIP and the Annual Convention Program in units as large as two pages and as small as one-half page. "Position Available" ads can also be obtained in TIP at a charge of \$75.00 for less than 200 words, and \$90.00 for less than 300 words. These ads may be placed on our Web page at no additional charge. Please submit position available ads by e-mail or disk. For information or placement of ads, contact: SIOP Administrative Office, 745 Haskins, Rd., Suite D, P.O. Box 87, Bowling Green, OH 43402-0087, Lhake1@SIOP.bgsu.edu, (419) 353-0032.

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Half page	3-1/4"	4-1/4"

Publishing Information

TIP is published four times a year: July, October, January, April. Respective closing dates are May 15, August 15, November 15, and February 15. The Annual Convention Program is published in March, with a closing date of January 15. TIP is a 5-1/2" x 8-1/2" booklet, printed by offset on enamel stock. Type is 10 point Times New Roman.

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ADMINISTRATIVE OFFICE

SIOP Administrative Office
Lee Hakel
745 Haskins Rd, Suite D
P.O. Box 87
Bowling Green OH 43402
Phone: 419/353-0032
FAX: 419/352-2645

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Society Conference:
Ronald Johnson
Phone: 717/941-4208

State Affairs:
Kalen Pleper
Phone: 609/252-4862

TIP:
Allan H. Church
Phone: 914/738-0080

Success may look like a solo event.

**In reality,
it depends on established relationships.**

Research has established the linkages among employee behaviors, customer loyalty, competitive factors and profitability. Yet most companies continue to isolate the information they collect in each of these areas, assigning it to separate buyers, separate managers, separate databases.

Questar can help you gather the information you need, and tap the wealth of information you already own. We integrate your research results and develop analytical models showing the cause-and-effect links. We answer the "So what?" behind your information, showing you *before* you invest which initiatives will

